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MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT (POS) AND TRANSFORMATIONAL CITIZENSHIP BEHAVIOR (OCB)

SKRIPSI



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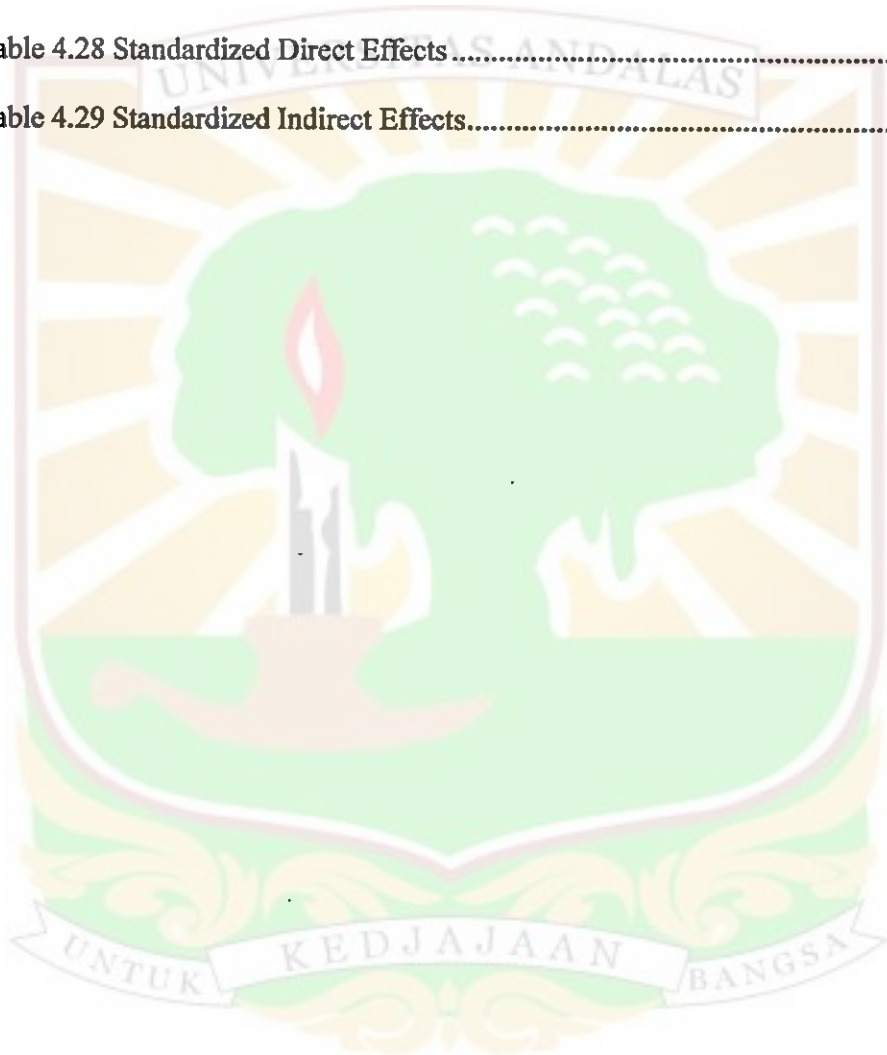
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CHAPTER I

INTRODUCTION

1.1 Background of the Research

In today's global business development, economic and technology is growing rapidly, therefore the business required to be able to deal with competitive competition. A rapid development of business, in one side reflects the well-being of society and increase creativity of people to create many innovation products or services but on the other side, these developments led to increasing competition in the business word. Therefore, companies are required to work in an efficient, effective, and responsive, both in the defense market and to out perform the competition. In pursuing these efforts, the company must prepare all of its resources.

Essentially, the largest company-owned capital is the human resources (employee) who resides in the company which are a major driver of the other resources (Desler, 2005). The role of human resources within the company is very important because human resources as a major driver of the entire activity of the company in achieving its purpose, whether for profit or to maintain the viability of the company. Success or failure of a company in maintaining the company existence, improve effectiveness, and efficiency to the maximum starting from how companies manage human resource itself.

Because of the importance of human resources (employees) in a company then the company should be able to optimize the performance of its employees in order to provide optimal contribution in the overall company performance. Armstrong (2005) mentioned that the level of success of an enterprise can be seen

from the company's performance in managing its resources. Companies with good performance, has the effectiveness in dealing with human resources, set goals to be achieved both individually and organization. Robbins (2003) mentioned that performance as the result of a person or work performance assessed in terms of quality and quantity of work based on standards set by the company. Therefore, the increase in the employee's performance will bring progress for the company to survive in a global competition.

Performance is a multi-dimensional concept. On the most basic level, Borman&Motowidlo (1997; cited from Sonnentag&Frese, 2002) distinguish between task and contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. This contribution can be both direct (e.g., in the case of production workers), or indirect (e.g., in the case of managers or staff personnel). Contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued. Contextual performance includes not only behaviors such as helping coworkers or being a reliable member of the organization, but also making suggestions about how to improve work procedures.

Three basic assumptions are associated with the differentiation between task and contextual performance (Borman&Motowidlo, 1997; cited from Sonnentag&Frese, 2002): (1) Activities relevant for task performance vary between jobs whereas contextual performance activities are relatively similar across jobs; (2) task performance is related to ability, whereas contextual

performance is related to personality and motivation; (3) task performance is more prescribed and constitutes in-role behavior, whereas contextual performance is more discretionary and extra-role.

Basically, a major concern of organizational theorist and practitioners is for achieving organizational effectiveness and good relations is the willingness of employee to go beyond the formal specifications of job roles, termed extra-role behaviors or known as organizational citizenship behavior (OCB) (Miao, 2011). Organizational citizenship behavior (OCB) has been defining as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization" (Organ, 1990, p. 46; cited from Nguni et al., 2006).

Podsakof et al. (1997; cited from Ahmadi, 2011) mentioned that succesful organization need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviors (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements. Therefore develop of organizational citizenship behaviors (OCB) is very important. Many researchers study about one or two factor impact on organizational citizenship behavior (OCB). Ahmadi (2010) examined some factors that impact on develop of organizational citizenship behavior (OCB) such as leadership style, personality attitudes, organizational structure, organizational cultural, and valued factor. Based of findings of his research, transformational leadership have main role in develop of organizational citizenship behavior (OCB), so the managers of organization should use of this leadership style.

Transformational leadership style is complementary to the transactional style and likely to be ineffective in the total absence of a transactional relationship between leaders and subordinates. The difference is that transactional leaders use rewards as a control mechanism to carry out the exchange relationship explicitly established to externally motivate followers, whereas transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interest (Northouse, 2003). Individual who are intrinsically motivated to fulfill a collective vision without expecting immediate personal and tangible gains may be inclined to contribute toward achieving the shared workplace goal in ways that their roles do not prescribe (Wang et al. 2005).

Leadership style is not the only one factor that affects organizational citizenship behavior (OCB). Other factors that affect organizational citizenship behavior (OCB) is perceived organizational support (POS). Liu (2009) mentioned that employees who feel they are well supported by their organizations tend to reciprocate by engaging in more acts of citizenship behavior than those having lower levels of perceived organizational support (POS). Basically, perceived organizational support (POS) refers to “the extent to which the organization values (employees’) contributions and cares about their well being” (Eisenberger et al., 1986, p. 501). The concept of perceived organizational support (POS) has been used to represent and measure an organization’s treatment of employees in terms of valuing and supporting their work roles. Within the context of organizational support theory, greater levels of perceived organizational support encourages employees to improve their productivity through participation in both intra-role and extra-role behaviours (such as helping other employees) as they feel

obligated to assist the firm in reaching its objectives (Miao, 2011). Finally the feeling of being supported by the organization may generate among employees feelings of being favored by the organization, comfort, personal worth, and competence that, in turn give rise to positive mood, positive mood means employee feel satisfied (Stinglhamber&Vandenberghe, 2003; cited from Poon et al., 2007).

Job satisfaction is another important factor which influence organizational citizenship behavior (OCB) (Poon et al., 2007). The organizational citizenship behavior contributes to overall organizational effectiveness. Feelings inequity, unfair treatment, and unfulfilled personal goals by employees' characterise the work environment, there have been reduction of organizational citizenship behavior (Vigoda-Gadot, 2007).

Organizational citizenship behavior (OCB) is very important in the public sector organization. Because the public sector organization as an organization working for the benefit of society, a lot of work in direct contact with the public or public service. It takes an employee who has the best performance to provide the best service for the community. To achieve the best individual performance, public sector employee should do more than usual duties and provide their performance is beyond expectations (extra-role behavior). Basically the performance of individual can affect the performance of team, and ultimately affect overall organizational performance.

The current research is purposed to examined impacts of three factors (i.e., perceived organizational support, transformational leadership, and job satisfaction) on develop of organizational citizenship behavior (OCB) in the

context of public sector employees. The relationship of each variable is illustrated in the Figure 2.1. Public sector employee chosen is employee who works in governor's office of West Sumatera province.

1.2 Problem Statements

The current research intended to exam factor determining organizational citizenship behavior (OCB) which consist of perceived organizational support (POS), transformational leadership, and job satisfaction. Therefore, the researchers indentify the folowing research problems:

1. How does the perceived organizational support (POS) affect on job satisfaction of employee at governor's office of West Sumatera Province?
2. How does the transformational leadership affect on job satisfaction of employee at governor's office of West Sumatera Province?
3. How does job satisfaction affect on organizational citizenship behavior (OCB) of employee at governor's office of West Sumatera Province?
4. How does the perceived organizational support (POS) affect on organizational citizenship behavior (OCB) of employee at governor's office of West Sumatera Province?
5. How does transformational leadership affect on organizational citizenship behavior (OCB) of employee at governor's office of West Sumatera Province?
6. How does the perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction of employee at governor's office of West Sumatera Province?

7. How does the perceived organizational support (POS) and transformational leadership directly influence of organizational citizenship behavior (OCB) through job satisfaction of employee at governor's office of West Sumatera Province?

1.3 Objectives of the Research

With reference to the problem, this study seeks to achieve the following objectives:

1. To investigate the effect of perceived organizational support (POS) on job satisfaction of employee at governor's office of West Sumatera Province.
2. To investigate the effect of transformational leadership on job satisfaction of employees at governor's office of West Sumatera Province.
3. To investigate the effect of job satisfaction on organizational citizenship behavior (OCB) of employees at governor's office of West Sumatera Province.
4. To investigate the perceived organizational support (POS) on organizational citizenship behavior (OCB) of employee at governor's office of West Sumatera Province.
5. To investigate transformational leadership on organizational citizenship behavior (OCB) of employee at governor's office of West Sumatera Province.
6. To investigate whether perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction of employee at governor's office of West Sumatera Province.

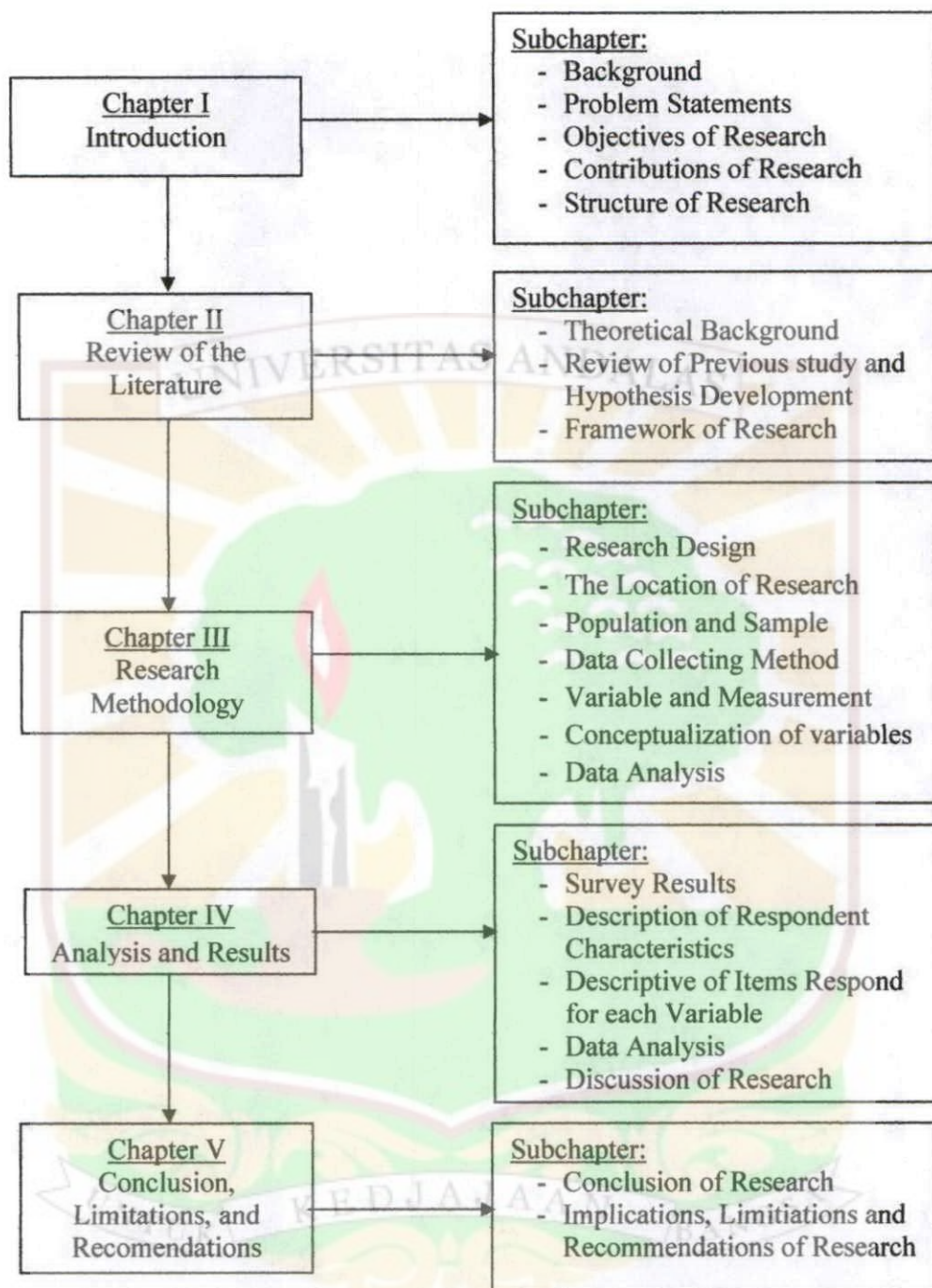
7. To investigate whether the perceived organizational support (POS) and transformational leadership directly influence of organizational citizenship behavior (OCB) through job satisfaction of employee at governor office's of West Sumatera Province.

1.4 Contribution of the Research

The results of this research are expected to provide information relevant to antecedent organizational citizenship behavior (OCB) in the context of public sector organization, to understand variables of an antecedent of organizational citizenship behavior (OCB), and to strengthen theories or concepts related to factors that influencing organizational citizenship behavior (OCB) such as perceived organizational support (POS), transformational leadership, and job satisfaction.

Implementation of organizational citizenship behavior (OCB) in public sector organization (Governor's office of West Sumatera Province) can provide a practical contribution to overall organizational performance, including in improving the effectiveness and efficiency of human resource mobilization which will also affect the attitudes and behavior of the employee itself.

1.5 Structure of the Research



(Figure 1.1 Structure of the Research)

CHAPTER II

REVIEW OF THE LITERATURE

This chapter describes the theory and concept related to factors influencing organizational citizenship behavior (OCB) such as perceived organizational support (POS), transformational leadership, and job satisfaction.

2.1 Job Performance

Performance management has developed over the past two decades as a strategic, integrated process which incorporates goal setting, performance appraisal and development into a unified and coherent framework with the specific aim of aligning individual performance goals with the organization's wider objectives (Dessler, 2005). Consequently it is concerned with how people work, how they are managed and developed to improve their performance and ultimately, how to maximize their contribution to the organization.

According to Greenberg&Baron (2008), performance is defined as the record of outcomes produced on specified job function or activity during a specified time period. Griffin (2005) defines performance as the job performance comparison between the results that actually work with established work standards thus, the focus on his work performance.

Job Performance refers to all behaviours involved in accomplishing a given job, including effectiveness and outcome of each behaviours (Miao. 2011). According to Whitman et al. (2010) Job performance defined at a broader and collective level could be strategically linked to a collective of satisfied workers.

Robbins (2005) described job performance as the amount of effort an individual will apply in his or her job.

Sonnentag&Frese (2002) conceptualizing performance one has to differentiate between an action aspect and an outcome aspect of performance. The behavioral aspect refers to what an individual does in the work situation and the outcome aspect refers to the consequence or result of the individual's behavior. A better performance can be achieved only when there is a reasonable level of expectations and when the social exchange between managers and employees is fair and equal (Vigoda-Gadot, 2007).

2.1.1 Perspectives of Job Performance

Sonnentag&Frese (2002) can differentiate three different perspectives of job performance, which are:

1. Individual differences perspective.

An individual differences perspective which searches for individual characteristics (e.g., general mental ability, personality) as sources for variation in performance.

2. Situational perspective.

A situational perspective focuses on situational aspects as facilitators and impediments for performance.

3. Performance regulation perspective.

A performance regulation perspective describes the performance process.

2.1.2 Performance as a Multi-Dimensional Concept

Based on the framework developed by Borman&motowidlo (1993; cited from Sonnentag&Frese, 2002) proposed that job performance can be divided into task performance and contextual performance. The concept of task performance it is refers to the outcome of an individual's efforts, and outcome is directly associated with organizational expectation or given tasks. Then, Contextual performance means how willing someone is to engage voluntarily in unofficial activities, insist on accomplishing a given task, cooperate with others, complies with organizational rules and process, and also support or defends the goals of one's organization.

➤ Task Performance (in-role performance)

Task performance is defined as work behavior that is related to the organization's technical core, either by executing its technical processes or by maintaining and servicing its technical requirements, and it is typically viewed as fundamental or in-role responsibilities that employee are hired to perform in exchange for their compensation packages (Rousseau&Parks, 1993; cited from Miao, 2011).

Task performance is multi-dimensional variable. For example, among the eight performance components proposed by Campbell (1990; cited from Sonnentag&Frese, 2002), there are five factors which refer to task performance:

1. Job-specific task proficiency
2. Non-job-specific task proficiency
3. Written and oral communication proficiency

4. Supervision—in the case of a supervisory or leadership position—and partly
5. Management/administration.

Each of these factors comprises a number of subfactors which may vary between different jobs. For example, the management/administration factor comprises subdimensions such as (1) planning and organizing, (2) guiding, directing, and motivating subordinates and providing feedback, (3) training, coaching, and developing subordinates, (4) communication effectively and keeping others informed.

➤ **Contextual Performance (extra-role performance)**

Researchers have developed a number of contextual performance concepts. On a very general level, one can differentiate between two types of contextual performance: behaviors which purpose mostly at the smooth functioning of the organization as it is at the present moment, and proactive behaviors which aim at changing and improving work procedures and organizational processes (Sonnentag&Frese, 2002).

The 'stabilizing' contextual performance behaviors include organizational citizenship behavior with its five components altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, some aspect of organizational spontaneity (e.g., Helping coworkers, protecting the organization) and of prosocial organizational behavior (Organ, 1988; cited from Asgari et al., 2008).

2.2 The Concept of Organizational Citizenship Behavior (OCB)

Nearly two decades ago, Katz (1964; cited from Smith et al., 1983) indentified three basic types of behavior essential for a functioning organization (a) People must be induced to enter and remain within the system, (b) they must carry out specific role requirements in a dependable fashion, and (c) there must be innovative and spontaneous activity that goes beyond role prescriptions.

Concerning this third category, Katz (1964, p. 132; cited from Smith et al., 1983) noted. "An organization which depends solely upon its blue-print of prescribed behavior is a very fragile social system". Every factory, office, or bureau depends daily on a myriad of acts of cooperation, helpfulness, sugestions, gestures of goodwill, altruism, and other instances was called citizenship behavior.

Substantively, citizenship behaviors are important because they lubricate the social machinery of the organization. They provide the flexibility needed to work through many unforeseen contingencies; they enable participants to cope with the otherwise awesome condition of interdependence on each other (Smith et al., 1983).

Organizational Citizenship Behavior (OCB) has been studied since the late 1970s. Over the past three decades, interest in these behaviors has increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace (Mio, 2011).

Bateman and Organ (1983) defined organizational citizenship behavior as work related behaviors that are discretionary, not related to the formal organizational reward system, and in the aggregate, promote the effective functioning of the

organization. Borman (2004) enunciated on work place acts that could be considered as organizational citizenship behavior to include persisting with extra effort when necessary to complete a task successfully, helping and co-operating with co-workers in the workplace, and being supportive of organizational goals and objectives.

The effects of organizational citizenship behavior (OCB) are difficult to assess because OCB is generally not included as part of any standard performance measures that a company gathers about its employees. However, OCB does have important effects on organizational functioning. Specically, people's willingness to engage in various types of OCB is related to such work related measures as organizational support and job satisfaction (Greenberg&Baron, 2008).

2.2.1 Components of Organizational Citizenship Behavior (OCB)

Organizational citinzenship behaviors are constructive behaviors not included in an employee's formal job description. That is common to many jobs. Organ's (1988; cited from Asgari, 2008) defines the following five major components of organizational citizenship behavior:

1. Altruism

Altruism is discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem (e.g. supportive actions to assist others and going beyond the requirements of the job).

2. Conscientiousness

Conscientiousness is discretionary behaviors on the part of employees that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.

3. Sportsmanship

Sportsmanship is willingness of the employee to tolerate less than ideal circumstances without complaining to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes".

4. Courtesy

Courtesy is discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring.

5. Civic virtue

Civic virtue is behavior on the part of an individual that indicates that he/she responsibility participates in, is individual in, or is concerned about the life of the company.

2.2.2 Types of Organizational Citizenship Behavior (OCB)

Nezakati et al. (2010) mentioned that organizational citizenship behavior (OCB) can divided into three types, as follows:

❖ Organizational obedience

The term refers to those behaviors that are identified to be necessary and desirable. These behaviors are acceptable within reasonable arrangements and

requirements. Indicator of organizational obedience are behaviors such as respecting organizational regulations, conducting job duties completely and performing responsibility with consideration for organizational resources.

❖ ***Organizational loyalty***

Organizational loyalty is different from loyalty to oneself, other people, organizational units and divisions. This behavior represents employee contribution for benefit, support, and defense of organization.

❖ ***Organizational participation***

Organizational participation represents employee involvement in organization including attending meetings, sharing opinions and being aware of current organizational issues.

Greenberk&Baron (2008) also mentioned that organizational citizenship behavior (OCB) can be directed both at an individual (OCB-I) and at the organization it self (OCB-O). ***Some examples of OCB-O include the following:***

- Speaking favorably about the organizational to outsiders
- Being receptive to new ideas
- Being tolerant to temporary inconveiences without complaining
- Offering ideas to improve the functioning of the organization
- Expressing loyalty toward the organization

Some example of OCB-I include the following:

- Doing a favor for someone
- Assisting a coworker with others

- Bringing in food to share with others
- Collecting money for flowers for sick coworkers or for funerals
- Sending birthday greetings to others in the office

2.2.3 Factors of organizational citizenship behavior (OCB)

Factors mentioned to be instrumental in establishing organizational citizenship behavior are: job satisfaction, organizational commitment, organizational identity, organizational fairness, trust, leadership types, leader-follower relationship, organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc. (Mackenzie, et al., 1993; cited from Nezakati et al., 2010)

Ahmadi (2010) also examined some factors that impact on development of organizational citizenship behavior (OCB) that are leadership style, personality attitudes, organizational structure, organizational culture, and valued factor. Based on findings of his research, transformational leadership has a main role in development of organizational citizenship behavior (OCB).

2.2.4 Actualization benefits of organizational citizenship behavior (OCB)

Nezakati et al. (2010) mentioned that resulting benefits from organizational citizenship behavior that can be instrumental in organizational success are as follows:

- ❖ Increased efficiency of management and employees
- ❖ Releasing organizational resources that can be used for more productive purposes.

- ❖ Reduced needs to allocate scarce resources for functions that only maintain the status quo
- ❖ Helping coordinating activities within and outside work groups
- ❖ Increased organizational ability to attract and keep efficient employees
- ❖ Increased stability of organizational performance
- ❖ Improved effectiveness and efficiency of organizational performance

2.3 The Concept of Perceived Organizational Support (POS)

Organizations are social units that congregate for production, formed by individuals who have different views and knowledge to reach a common goal (Kreitner&Kinicki, 2010). According to organizational support theory, employees form global beliefs about the extent to which their organization values, their contributions, and care about their well being. These beliefs, known as perceived organizational support (Eisenberger et al., 2002). Perceived Organizational Support (POS) is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to pay back perceived organizational support (Rhoades&Eisenberger, 2002).

Poon et al. (2007) defined perceived organizational support (POS) is believed to (a) increase employees' felt obligation to repay the organization with beneficial behaviors to reach organization objectives, (b) fulfill employees' socioemotional needs leading them to identify and bond with the organization, (c) strengthen employees' performance-reward expectancies leading to positive job attitudes and behaviors.

Previous research found that professional employees such as doctors, nurses, lawyers, were more likely to reciprocate perceived organizational support (POS) when they strongly identified with the organization. Indeed, such workers' organizational identification and professional identification combined to influence performance behaviors. The result suggested that perceived organizational support had the most positive influence on professional employees' work performance when employees strongly identified with the organization and weakly identified with the profession (Ahmad, 2010).

2.3.1 Antecedents of Perceived Organizational Support (POS)

Based on Eisenberger et al. (2002), there are three general forms of perceived favorable treatment received from the organization are fairness, supervisor support, and organizational rewards and job conditions would increase employee satisfaction.

➤ Fairness

Fairness is the another way to determine the distribution of resources among employees. Eisenberger et al. (2002) suggested that employees who perceive their organization to be fairness to them are likely to view their work environment as less threatening.

➤ Supervisor Support

Supervisor are considered as agents of the organization, who are responsible for providing information on organisational goals and values, implementing policies, scheduling work, setting performance standards, and performing appraisals.

➤ **Organizational Rewards and Job Conditions**

Human resources practices showing recognition of employee contributions should be positively related to perceived organizational support. A kind of rewards and job conditions have been studied in relation to perceived organizational support—for example, recognition, pay, promotions, job security through downsizing condition, autonomy or how the employee carry out their job, role stressors, and job training as a flexible practice communicating an investment in the employee.

2.3.2 Consequences of Perceived Organizational Support (POS)

Eisenberger et al. (2002) mentioned some consequences of perceived organizational support (POS), which are:

➤ **Organizational Commitment**

Perceived organization support (POS) however will increase affective commitment by fulfilling such socioemotional needs as affiliation and emotional support. Perceived organizational support (POS) creates a strong sense of belonging to the organization, involving the integration of employees' membership and role status into their social identity.

➤ **Job-Related Affect**

Perceived organizational support (POS) has been hypothesized to influence employees' general affective reactions to their job, including job satisfaction and positive mood. Perceived organizational support (POS) increase to overall job satisfaction by meeting socioemotional needs, increasing performance-reward expectancies, and signaling the availability of help when needed. Perceived

organizational support (POS) may contribute to employees' feelings of competence and importance, thus enhancing positive mood.

➤ **Job Involvement**

Job Involvement refers to identification with and interest in the specific work one performs. Perceived competence has been found to be related to task interest by enhancing employees' perceived competence, perceived organizational support (POS) might increase employees' interest in their work.

➤ **Performance**

Perceived organizational support (POS) however should increase the performance of standard job activities and actions favorable to the organization that go beyond assigned responsibilities. According to George and Brief (1992; cited from Eisenberger et al., 2002), such extra-role activities include helping related employees, taking actions that protect the organization from risk, offering constructive suggestions, and gaining knowledge and skills that are beneficial to the organization in order becoming well.

2.4 The Concept of Leadership

2.4.1 Definition of Leadership

Some leadership definitions are proposed by Hersey&Blanchard (2005), these below the definitions:

1. Leadership as interpersonal influence exercised in a situation and directed through the communication process, toward the attainment of a specialized goal or goals.

2. Leadership is the activity of influencing exercise to strive willingly for group objectives.
3. Leadership is influencing people to follow in the achievement of common goal.

Friedler and Cheemers (1974; cited from Yulk et al., 2002) discussed some explanation of leadership. They are:

1. *Leadership is the art of inducing compliance.* This means that every leader through good cooperation must be able to make their subordinates achieve a predetermined outcome.
2. *Leadership is form of persuasion and inspiration.* Leadership is a ability to influence without coercion but an appeal or persuasion.
3. *Leadership is a personality and its effect.* Personality can be defined as the nature and character possessed by a leader who shows excellence, thus causing the leader have influence to their subordinates.
4. *Leadership is an act of behavior.* Leadership in this meaning is described as a series of behaviors a person who directs the activities together. It can be appraising members of the group, determine the relationship, working together, and others.
5. *Leadership is focus of group processes.* Leadership is a central point, because in the life of organization, the leadership expected gives of new ideas, which encourages the born of the change activities and the whole process of group activities. Therefore, the leadership cannot be separated

than the life of the group. It has a high position in the life of the group in determining the group structure, group atmosphere and group activities.

6. *Leadership is power relations.* Leadership is form relationships of people and the relationship between the lead and lead.
7. *Leadership is instruments of goal achievement.* In this connection, a leader someone who has program and who behave together with members of the group using a particular manner or style, so the leadership has a role as a dynamic force that encourages, motivate and coordinate the organization in achievement its intended purpose.
8. *Leadership is an effect of interaction.* Leadership is a social process and personal relationships with the others. It is a process to encourage each other in achieving common goals. Therefore, leadership is not a cause but a result or outcome of group behavior. Leadership comes from group interaction process itself. Leadership is true, if recognized and supported by members of the group.
9. *Leadership is a differentiated role.* In organizational life, members have different roles with others. In achieving the goals, the group has different contribution to others. Likewise, leadership emerges because of interaction in organizational life, because the excess of their ability.
10. *Leadership is the initiation of structure.* Leadership should not be viewed as a passive position, but an active position, which involved in making structure formation, in the interaction and as a part problem-solving process.

2.4.2 The Theory of Leadership

Leadership is one of the most frequently investigated topics within the field of organizational behavior due to its importance to all organizations. As such, there are several different theories or perspectives that have guided leadership research. While the popularity of these approaches has changed over time, knowledge of each one provides you with a better understanding of how the leadership process unfolds (Northouse, 2003).

1. Great Man Theory

The great man theory of leadership was once good in the formation and development of leadership, but the theory is not applicable in modern organizations today. The theory was beneficial because from that theory evolved the trait theory of leadership and successive research leading to other leadership theories such as style, behavioral, and contingency approaches, which helped in the understanding of leadership in organizations.

As a result of the great man theory of leadership, trait, style, behavioral, and contingency approaches to leadership; transactional and transformational leadership; path goal theory of leadership; situational leadership; team leadership; shared governance leadership; and a variety of other leadership models have evolved, which organizations all over the world as guides for leadership practice.

2. Trait Approaches

The trait approach to leadership stemmed from the great man theory of leadership. Trait approach is distinguishing personal characteristic of a leader, such as

intelligence, honesty, self confidence, and apperance. The assumption behind this approach that is selecting the “right” people will increase organizational effectiveness but it does not guarantee that the chosen leader will be effective in the identified leadership role, there must be other requirements beyond those qualities that promote and support effective leadership (Bass, 1998). Robins (2005) define the trait theories of leadership as theories that consider personal qualities and characteristics that differentiate leaders from nonleaders.

3. Style approach

The style approach to leadership is the most common leadership approach that organizations use to identify leaders as compared to all the other leadership approaches (Northouse, 2003). According to the style approach, leadership either focuses on accomplishing the goals and objectives of the organization or focuses on establishing relationships with others in the organization.

Leaders that focus on the accomplishment of goals in the organization look at ways to get employees to perform certain task and functions. On the other hand, leaders with a focus on forming relationship tend to work closely with employees and others in the organization to create and foster the relationship necessary to gain the cooperation and support from employees in the organization.

4. Behavioral Approach

The behavioral theories of leadership focus on what leaders do in an organization to make them effective in their role. The assumption of the behavioral approach theory is that a person has the capability to learn leadership. The behavioral

approach to leadership assesses the success of leadership, and the actions of leaders. Blake and Mouton's Managerial Grid of 1964 and 1978 became a very popular management activity tool for the training and development of leaders.

The grid is used to examine different types of leadership behavior ranging from concern for production to concern for people (Robbins, 2003). A leader who has concern for production works hard at getting the work done. The goal of the leader is to achieve the goals and objectives of the organization. A leader that has concern for people, on the other hand, shows high interest in forming strong relationship and association with employees.

➤ **Ohio state studies**

The Ohio State Dimensions of consideration and initiating structure has been studied repeatedly over the years by researchers and scientists in an effort to reach a clear understanding of leadership behavior and what it means in terms of outcomes in organizations (Robbins, 2003). The study has helped tremendously in understanding leadership behaviors in organizations and the leader-subordinate relationship. In terms of initiating structure, leaders who exhibit the initiating structure component of leadership tend to expect compliance with standards and practice, expect group or team participation, set specific goals that are clear to subordinates, and set time-frames for work completion.

➤ **University of Michigan studies**

The University of Michigan Studies served to evaluate leadership behavior from two perspectives: employee and production. The studies revealed that leaders who are employee focused usually show high interest in employees. According to

Robbins (2003), employee oriented leaders do things like making changes in the organization and work environment to benefit employees (Robbins, 2003).

5. Contingency theory

Contingency theory argues that the structure of an organization is not sufficient alone to achieve the desirable outcomes. Strategy and structure must exist and match if the organization is to achieve and sustain the desirable performance. Furthermore, contingency theory believes that the internal requirements in an organization must be compatible with the external environment for the organization to achieve higher performance. It would be safe to say that successful and effective operation of an organization is contingent on favorable or unfavorable conditions inside and outside of the organization. Favorable conditions can boost performance and unfavorable conditions can impede performance.

Several approaches to isolating key situational variables have proven more successful than others and, as a result, have gained wider recognition. Robins (2005) consider five of these:

- Fiedler's contingency model-task oriented style and relationship-oriented style, and three dimensions of situational control: leader-member relations, task structure, and position power.
- Hersey and Blanchard's situational theory: a contingency theory that focuses on follower's readiness.
- Leader-member exchange (LMX) model-dyadic relationship between leaders and followers is critical.

- Path-goal theory-eight leadership behaviors clarify paths for followers' goals, and employee characteristics and environmental factor are contingency factors that influence the effectiveness of leadership behaviors.
- Leader-participation model-a leadership theory that provides a set of rules to determine the form and amount of participative decision making in different situations.

2.4.3 Leadership Styles

Hughes (2006) defined Leadership style as the manner and approach of providing direction, implementing plans, and motivating people and mentioned the leadership style based on contingency approaches, the terminology of Contingency Approach is a theory meaning one thing depends on other things, it means leadership styles cannot be fully explained by behavioural models. The situation in which the group is operating also determines the style of leadership which is adopted.

There are many ways to lead and every leader has his or her own style. Some of the more common styles include autocratic, bureaucratic, democratic, and laissez-faire. The autocratic leadership style portrays that manager retains as much power and decision making authority as possible. Participative leadership motivates others to participate and contribute to make them more committed. Literatures on strategic management suggest that organizational viability or performance depends in part on effective leadership (Yukl et al., 2002). Effective leaders engage in both professional leadership behaviors and personal leadership behaviors.

According to Chen&Chen (2008; cited from Voon et al., 2011), identified different types of leadership styles which leaders adopt in managing organizations. Among the more prominent leadership styles are transactional and transformational leadership styles. Bass&Avolio (1998) also mentioned three different leadership styles, specifically transformational, transactional, and laissez-faire, have been shown to reflect the full range of leadership styles.

Research on these leadership styles has found that a transformational leadership style is typically more effective than transactional and laissez-faire leadership styles. Transformational leaders are consistently rated by subordinates as being more effective leaders and have been consistently linked with greater organizational performance and success (Vigoda-Gadot, 2007).

2.4.3.1 Transformational Leadership

French et al. (2009) mentioned that transformational leadership is a leadership style by which the followers' goals are broadened and elevated, and confidence is gained to go beyond expectations. This approach to leadership is based on motivating followers to do more than they originally intended and often more than the thought possible. It involves guiding, influencing and inspiring people to excel and to contribute towards the achievement of organizational goals.

Based on Northouse (2003), transformational leadership is a process that changes and transforms individuals. It is concerned with emotions, values, ethics, standards, and long-term goals, and includes assessing followers' motives satisfying their needs, and treating as full human beings. Bass&Avolio (1998) also defined the

meaning of transformational leadership as the transformational leaders change their follower attitudes, values, and beliefs to align them with those of the organization and steer their follower towards self-development and greater-than-expected accomplishment.

Daft (2005) states that transformational leadership is characterized by the ability to bring about significant change. Transformational leaders have the ability to lead changes in the organization's vision, strategy and culture as well as promote innovation in products and technologies. According to Burn (1978; cited from Nguni et al., 2006) identifies transformational leadership as involving shaping, expressing and mediating conflict among groups of people in addition to motivating individuals. Yulk et al. (2002) maintains that transformational leadership refers to the process of building commitment to the organization's objectives and empowering followers to accomplish these objectives.

The transformational approach requires that leaders become social architects. This means they make clear the emerging values and norms of the organization. They involve themselves in the culture of the organization and helps shape its meaning (Northouse, 2003). Bass (1985; cited from Northouse, 2003) mentioned that transformational leadership motivates followers to do more than the expected by doing the following: (a) raising followers' level of consciousness about the importance and value of specified and idealized goals, (b) getting followers to transcend their own self-interest for the sake of the team or organization, and (c) moving followers to address higher level needs.

Wang et al. (2005) proposed that transformational leadership is behavior process comprised of four dimensions, commonly called “Four I’s”. Leaders can be categorized as transformational leaders in condition they show one or more among these characteristics that are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

1. Idealized influence

Wang et al. (2005) mentioned that idealized influence means transformational leaders act as strong role models. They are deeply represented by followers, who usually place a great deal of trust in them. They provide followers with a vision and mission. Simic (1999) also mentioned that idealized influence represents the ability of building confidence in the leader and appreciating the leader by his followers, which forms the basis for accepting radical change in organization. Without such confidence in the leader, that is, in his motives and aims, an attempt to redirect the organization may cause great resistance. The leaders with idealized influence are honored, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Such leaders, which represent the model roles to their followers, do “the right things”, demonstrating high moral and ethical behaviour. They do not use their position and leaders’ abilities to achieve personal interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations.

2. Inspirational motivation

Inspirational motivation is the ability of transformational leadership, which qualifies a leader as a figure, which inspires and motivates the followers to

appropriate behaviour. In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulation others to follow a new idea. Transformational leaders should, therefore, behave in such a way, which motivates and inspires followers. Such behaviour includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages emphasizing aims, stimulating followers, etc. (Simic, 1999).

3. Intellectual stimulation

Intellectual stimulation means leaders stimulate others' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways (Northouse, 2003). Simic (1999) defined intellectual stimulation, as ability of transformational leaders stimulate the efforts of their followers as regards inovativeness and creativity, stimulate permanent reexamination of the existent assumptions, stimulate change in the way of thinking about problems, plead the use of analogy and metaphor, etc. thus, it may appear the possibility to get new and creative ideas for solving problems differ from the ideas represented by leaders, the followers are not criticized, nor the leaders' ideas are imposed at any cost.

4. Individualized Consideration

Transformational leaders recognize each follower as an individual and provide recognition and support for the development of each person's full potential. A combination of mentoring and coaching helps individual employees to understand how their needs and goals relate to and support the organization's mission (Wang et

al., 2005). Simic (1999) defined individualized consideration, as a feature of a transformational leader, is reduced to the ability of individual analysis of followers. Namely, inclusion of followers into the transformation process of an organization implies the need to diagnose their wishes, need, values, and abilities in the right way. An activity like this tends to preserve, in the beginning acquired, the high level of interest of followers in action which a leader leads and the high level of their trust in the leader. Therefore, besides a global picture, a transformational leader must know what motivates any of his followers individually because human wishes and needs are different.

Northouse (2003) mentioned that the transformational approach has several strengths. First, transformational leadership has intuitive appeal. The transformational perspective describes how the leader is out front advocating change for others. Second, transformational leadership treats leadership as a process that occurs between followers and leaders. Third, the transformational approach provides a broader view of leadership that augments other leadership models. Finally, transformational leadership places a strong emphasis on followers' needs, values, and morals.

French et al. (2008) concludes that transformational leadership is likely to be strongest at the top management level, where there is the greatest opportunity for proposing and communicating a vision. But it is by no means restricted to the top level; it is found throughout the organization. Further, transformational leadership operates in combination with transactional leadership. Transactional leadership is similar to most of the traditional leadership approaches. Proponents of this view

suggest that those in a position of power need both transactional and transformational leadership to be successful, just as they need to use both leadership and management.

2.4.3.2 Transactional Leadership

Transactional leadership diverges from transformational leadership in that the transactional leader does not individualize the needs of subordinates nor focus on their personal development. Transactional leaders exchange things of value with subordinates to advance their own as well as their subordinates' agenda. Transactional leaders are influential because it is in the best interest of subordinates to do what the leader wants (Kuhnert&Lewis, 1987; cited from Northouse, 2003).

Transactional leadership provides pay and other benefits in return for work effort, including values, honesty, fairness, responsibility and reciprocity (Yukl, 2002). Yukl sees the exchange process as concerning rewards for compliance. Northouse (2003) also described transactional leadership refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers.

Components of this kind of transactional behavior consist of two factors referred to as: contingent reward and management by exception. Contingent reward is the first of two transactional factors. It refers to an exchange process between leader and followers in which effort by followers is exchanged for specified rewards. The second factor of transactional leadership is management by exception, it refers to leadership that involves corrective criticism, negative feedback, and negative reinforcement. Management by exception takes two forms: active and passive. A

leader using the passive form intervenes only after standards have not been met or problem have arisen (Northouse, 2003).

French et al. (2008) also mentioned that transactional leadership involves daily exchange between leaders and employees, and is necessary for achieving routine performance on which leaders and employees agree. It is based on transactions that occur between leaders and followers. These transactions may include agreements, contingent rewards, communications or exchanges between leaders and followers. There are three dimensions of transactional leadership, as follows:

1. Contingent rewards

French et al. (2008) defined contingency reward is considered an exchange process between leaders and followers where the followers' efforts are exchanged for specified rewards. Normally an agreement is established between leader and follower before work is performed to specify what needs to be accomplished in order to receive a pre-determined reward or payoff. Contingent rewards involve providing various kinds of reward in exchange for accomplishing mutually agreed goals. Conversely, you could be subject to disciplinary action for failing to achieve the goals (Northouse, 2003).

2. Management by exception

Management-by-exception takes two forms: active and passive. Management-by-exception active transactional leadership is where the leader actively monitors followers to ensure they routinely meet established standards and procedures (Daft, 2005). French et al. (2008) mentioned that active management by exception involves

concentrating on occurrences that deviate from expected norms, such as irregularities, mistakes, exceptions, and failures to meet standards. This means watching for deviations from rules and standards and taking corrective action. Management-by-exception passive is where a leader does not actively watch a follower, but evaluates the follower's performance later over a specific period of time (Daft, 2005). French et al. (2008) mentioned that passive management by exception involves intervening only if standards are not met.

2.4.3.3 Laissez-Faire Leadership

Laissez-faire leadership is a "hands-off" approach to leadership. Laissez-faire leadership is also termed a "non-leadership" style. The laissez-faire leader avoids accepting responsibilities, is absent when needed, fails to follow up on requests for assistance, and resists expressing his or her views on important issues. The laissez-faire leader gives the majority of control in the decision-making process to the followers (Northouse, 2003).

Laissez-faire leadership assumes that followers are intrinsically motivated and should be left alone to accomplish tasks and goals. The laissez-faire leader does not provide direction or guidance (Daft, 2005).

Subsequent research suggested that satisfaction of followers will be lower under laissez-faire leadership than under autocratic leadership if the latter is non-punitive, appropriate for the followers' levels of competence, or in keeping with the requirements of the situation. Most often, laissez-faire leadership has been

consistently found to be the least satisfying and effective management style (French et al., 2008).

The original observations of Lewin et al. (1939; cited from Vigoda Gadot, 2007) have been supported in a variety of survey and experimental investigations of the impact of laissez-faire leadership on subordinates' performance. Laissez-faire leadership has the scales of Management-by-Exception (passive) and laissez-faire leadership. In this leadership style, the leader uses Management-by-Exception (passive), which is only intervening when goals have not been met or a problem arises.

2.5 The Concept of Job Satisfaction

2.5.1 The Definition of Job Satisfaction

Job satisfaction is an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between them as individuals and the organization (Ivancevich et al. 2008). Job satisfaction is one of the most widely discussed and studied construct in the field of psychology and management, because of its effect on other important organizational outcomes such as employee turnover, contextual performance, and organizational performance (Poon et al., 2007).

In field of management, Job satisfaction refers to an employee's overall sense of well being at work. It is an internal state based on assessing the job and job-related experiences with some degree of favor or disfavor (Locke, 1976; cited from Nguni et al., 2006). Based on Robbin (2003), Job satisfaction as an employee tends to react

negatively towards their job which caused withdrawal of behaviour and feeling demotivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job.

In organizational psychology, job satisfaction is associated with important work-related and general outcomes (e.g., higher levels of job performance, organizational commitment, discretionary activities such as organizational citizenship behaviour, and life satisfaction) as well as with lower levels of absenteeism, lateness, and turnover (Poon et al., 2007).

2.5.2 The Theory of Job Satisfaction

Kreitner & Kinicki (2010) mentioned some theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

➤ Equity Theory

Lawler (1994; cited from Kreitner & Kinicki, 2010) defined equity theory as a motivation theory that gives information about the causes of satisfaction and dissatisfaction. Based on Daft (2005), equity theory considers the employment situation as an exchange relationship of benefits/contributions between employers and employees, where benefits include pay, recognition and promotions. Contributions include employee's education, experience, effort, and ability.

➤ Fulfilment Theory

The fulfilment approach suggests that a measuring individual satisfaction can be achieved by simply asking how much of a given facet or outcomes is being received. The researchers view satisfaction as depending on how much of given

outcome or group of outcomes a person receives (Lawyer 1995; cited from Kreitner&Kinicki, 2010).

➤ **Discrepancy Theory**

The main notion of discrepancy theory is that people have different desires. Lawler (1994; cited from Kreitner&Kinicki, 2010) argued that there should be a comparison made between what an individual receives and the level of the outcome.

➤ **Two- Factor Theory: Satisfaction and Dissatisfaction**

The two-factor theory of job satisfaction describes the causes of satisfaction and dissatisfaction as being separate and distinct. Herzberg (1959; cited from Kreitner&Kinicki, 2010) noted that factors associated with the individual's needs for psychological growth contribute to job satisfaction.

2.5.3 Factors of Job Satisfaction

Ivancevich, et al. (2010) mentioned a number of factors have been associated with job satisfaction. Among the more important ones are these:

- ❖ **pay** – the amount of pay received and the perceived and the perceived fairness of that pay.
- ❖ **work itself** – the extent to which job tasks are considered interesting and provide opportunities for learning and accepting responsibility
- ❖ **promotion opportunities** – the availability of opportunities for advancement
- ❖ **supervision** – technical competence and the interpersonal skills of ones immediate boss.

- ❖ **co-workers** - the extent to which co-workers are friendly, competent, and supportive.
- ❖ **Working conditions** – the extent to which the physical work environment is comfortable and supportive of productivity.
- ❖ **job security** - the belief that one's position is relatively secure and continued employment with the organization is a reasonable expectation.

2.6 Previous Research and Hypothesis Development

2.6.1 The influence of Perceived Organizational Support (POS) on Job Satisfaction

According to organizational support theorist, high perceived organizational support tends to improve work attitudes and engender affective work behavior. Research found that employees who get benefit from the organization's support will increasingly feel a sense of praise, support, or approval from their organization (Eisenberger et al., 2002). Therefore, employees must gain this sense of support to their human resource practices. Specifically, research has indicated that individuals who perceive that their organization supports, then they are more likely to be satisfied with their job (Poon et al., 2003).

The research conducted by Miao (2010) examined the relationships of perceived organizational support and job satisfaction of organizational citizenship behaviour in China. Employees from two large-scale state-owned enterprises (SOE) completed measures of perceived organizational support and job satisfaction and their immediate supervisors completed measures of organizational citizenship behaviour.

Data analysed using zero-order correlation and hierarchical regression analysis showed positive correlations of perceived organizational support and job satisfaction. Findings from the study indicate that perceived organizational support has a strong and positive effect on job satisfaction, and a strong but negative effect on intention to leave. Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H1: Perceived organizational support (POS) will be positively related to job satisfaction.

2.6.2 The influence of Transformational Leadership on Job Satisfaction

Leadership is a process interaction between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organizational goals. Organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employees' job satisfaction, commitment and productivity (Wang et al. 2005).

Watson (2009) stated that leadership style plays a vital role in influencing employee's job satisfaction. Some researchers discovered that different leadership styles will engender different working environment and directly affect the job satisfaction of the employee. Bass (1985; cited from Voon et al., 2011) proposed that transformational leadership might intrinsically foster more job satisfaction, given its ability to impact a sense of mission and intellectual stimulation. Transformational leaders tend to encourage and motivate their followers to take on more responsibility

and autonomy thereby enhancing employees' sense of accomplishment and satisfaction with their job.

The research conducted by Voon et al. (2011) examined the influence of leadership style on employees' job satisfaction in public sector organization. The results showed that transformational leadership style has a positive relationship with job satisfaction. This implies that transformational leadership is deemed suitable for managing government organizations. Organizations that have leadership capability to change their management approach using leadership skills will further improve their performance. Therefore, firms who want to adopt the job satisfaction must resource their initiatives and increase the capabilities that should be given serious attention. Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H2: There is positive relationship between transformational leadership and job satisfaction.

2.6.3 The influence of Job satisfaction on Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) reflects employee activities that “do not support the technical core itself as much as they support the organizational, social, and psychological environment in which the technical core must function” (Borman & Motowidlo, 1993; cited from Whitman, 2010). There are considerable evidences that organizational citizenship behavior (OCB) and job satisfaction are positively related (Smith et al., 1983). Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared “supervisory ratings of

organization citizenship behavior (OCB)” and “employee self-reported levels of job satisfaction”. They found a strong and positive relationship between overall organizational citizenship behavior and contextual job satisfaction. The most consistent and strongest relationships were between organizational citizenship behavior and satisfaction with supervision and promotions.

In the Malaysian context, Ahmad&Yekta (2010) has stated that four job attitudes namely; organisational commitment, job satisfaction, procedural justice and distributive justice have a positive and direct impact on academicians’ citizenship behaviors. Furthermore, a study among nurses in a health care institution (Othman, 2002; cited from Ahmad&Yekta, 2010) found that job satisfaction, organizational commitment and ethical climate were correlated to organizational citizenship behavior (OCB).

Most recently, the research conducted by Mohammad (2011) examined both extrinsic and intrinsic job satisfaction and two of organizational citizenship behavior (OCB) dimensions (OCB-Individual and OCB-Organization). Furthermore, in his study findings indicate that intrinsic and extrinsic job satisfaction is significantly and positively associated with organizational citizenship behavior at organization (OCBO) but not with organizational citizenship behavior in individually (OCBI). Consistent with the social exchange theory, when employees feel that their organization is considering financial and material reward or feel organizational is considerate and caring with respect to their personal growth for their job performance, they find themselves satisfied with their work and are more willing to reciprocate by expressing and displaying positive attitudes and behaviours. Eventually, this will be

directed to benefit the organization rather than any specific individual within the organization. Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H3: There is positive relationship between job satisfaction and organizational citizenship behavior (OCB).

2.6.4 The influence of Perceived Organizational Support (POS) on Organizational Citizenship Behaviors (OCB).

The extent to which an organization values employee contributions and care about employee well-being is reflected in the concept of perceived organizational support (POS) as proposed by Eisenberger et al. (1986). According to Eisenberger et al. (1986), perceived organizational support (POS) reflect the quality of the employee-organization relationship by measuring the extent to which employees believe that their organization value their contributions and care about their welfare.

Research by Eisenberger et al. (1997; cited from Miao, 2011) suggests that workers examine the discretionary actions of discretion to have done, otherwise, and then workers infer that they are being supported. They then seek to repay this favorable treatment. Like that, employees become more committed and harder-working. Therefore, it appears likely that the extent which the organization perceives that it is supported will be positively associated with the display of organizational citizenship behavior (OCB) directed toward the organization.

The research conducted by Liu (2009) contributes to the literature on perceived organizational support toward organizational citizenship behavior (OCB) within the multinational company (MNC) context. The result of this research

indicates that an expatriate's organization-directed organizational citizenship behavior (OCB) is significantly increased by both parent company and local subsidiary perceived organizational support (POS). Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H4: There is positive relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB).

2.6.5 The influence of Transformational Leadership on Organizational Citizenship Behaviors (OCB).

Organizational citizenship behavior (OCB) is behavior, largely discretionary and seldom included in formal job descriptions that supports task performance by enhancing a social and psychological work environment (Smith et al., 1983). Transformational leaders motivate followers by getting them to internalize and prioritize a larger collective cause over individual interest (Northouse, 2003). Individual who are intrinsically motivated to fulfill a collective vision without expecting immediate personal and tangible gains may be inclined to contribute toward achieving the shared workplace goal in ways their roles do not prescribe. These individuals make these contributions because their senses of self-worth and/or self-concepts are enhanced in making these contributions. Individuals for whom this link between the interest of self and others has not been established are less likely to make largely discretionary, nontangibly rewarded contribution.

A positive association between transformational leadership and organizational citizenship behavior is expected and has been supported empirically. Furthermore, in study of factors on develop organizational citizenship behavior (OCB) found

transformational leadership style have main role in develop organizational citizenship behavior (OCB) (Ahmad&Yekta, 2010).

The research conducted by Vigoda-Gadot (2007) has tried to advance the knowledge about the relationship style and employees' performance (in-role&extra-role performance). The finding of the researsh is the transformational leader whose influence derives from his/her high levels of professionalism and personal integrity can create an environment of creativity, trust, commitment, involvement, satisfaction, and excellence in the organization. A direct relationship between transformational leadership and performance (in-role and OCB) was also found.

The studies of MacKenzie et al. (2001) examined the effect of transformational and transactional leadership on marketing personnel's performance at an insurance company. Finding showed that transformational leadership has more influence on performance than transactional leadership. This finding supports assumptions that the transformational leadership style has a stronger relationship with in-role performance and organizational citizenship behavior (OCB) compared with transactional leadership. Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H5: There is positive relationship between transformational leadership and organizational citizenship behavior (OCB).

2.6.6 The Mediating Role of Job Satisfaction on the Relationship between Perceived Organizational Support, Transformational Leadership, and Organizational Citizenship Behaviors (OCB).

Theoretical argument has been adduced that employee satisfaction with job could be a causal mechanism facilitating the perceived organizational support (POS)-

organizational citizenship behavior (OCB) linkage (Organ, 2005; cited from Ladebo, 2007). However studies on the role of job satisfaction as a mechanism facilitating the perceived organizational support (POS)-organizational citizenship behavior (OCB) linkage have generated mixed results. For example Podsakoff et al. (1990) found no mediating effect of job satisfaction on POS-OCB linkage, whereas Organ (2005; cited from Ladebo, 2007) reported that the relationship between the two constructs is mediated by job satisfaction.

The research conducted by Ladebo (2007) examined the mediating role of job satisfaction on the perceived supervisory support (PSS)-organizational citizenship behavior (OCB) linkage in a sample of agricultural extension personnel in Nigeria. The role of job satisfaction as a mediating link between PSS and OCB can be facilitated in two ways: first, perceived supervisory support (PSS) must evoke higher satisfaction and second, increased satisfaction must be related to greater performance of citizenship behaviors. The findings are generally in agreement with extant studies that are rooted in the social exchange theory. First, perceived supervisory support (PSS) significantly related to job satisfaction and citizenship behavior. Second, job satisfaction has a significant relationship with citizenship behavior. Third, job satisfaction partially mediates the relationship between perceived supervisory support (PSS) and organizational citizenship behavior (OCB).

Most studies about the relationship between leadership and performance show a stronger relationship between transformational leadership and performance (Wang et al., 2005). Ferris & Rowland (1981; cited from Vigoda-Gadot (2007) argued that leader's behavior affects employee job perceptions, which then affect employee

attitude towards the job perceptions, which then affect employee attitudes toward job and performance. Thus, employees' perceptions of the workplace, such as perception of politics, may be mediator between leadership and performance. The study by Pillai et al. (1999; cited from Vigoda-Gadot, 2007) examined the relationship between transformational and transactional leadership, procedural justice and distributive justice, and trust in organizational obligation, organizational citizenship behavior (OCB), and satisfaction from work. He found that an indirect relationship exists between transformational leadership and organizational citizenship behavior (OCB). Therefore, on the basis of the previous research, the researcher proposes the following hypothesis:

H6a: Perceived organizational support (POS) and transformational leadership directly influence organizational citizenship behavior (OCB) through job satisfaction.

H6b: Perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction.

2.7 Framework of Research

On the basis of review of literature, the framework of this research will be further illustrated in figure below.

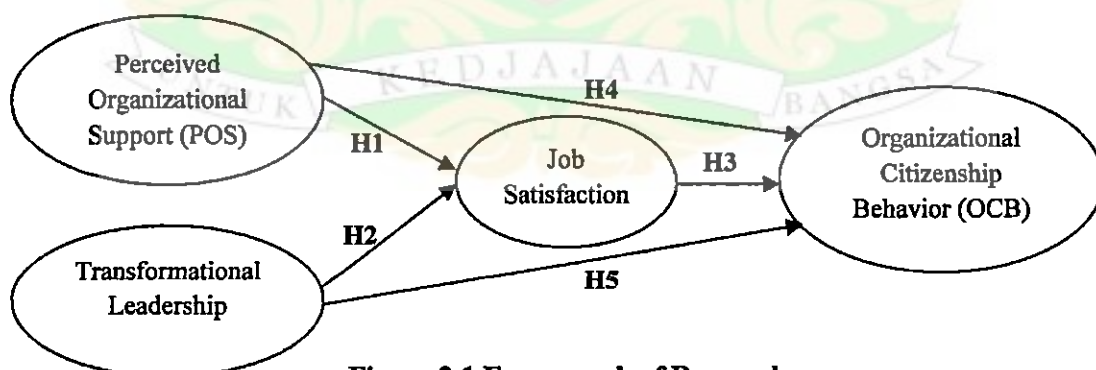


Figure 2.1 Framework of Research

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The representation of the proposed research framework explained the pattern and structure of relationships among the set of measured variables. The research questions and hypotheses clearly support this research framework. The current research use quantitative research model which will exam the relationship among the variables. Quantitative research design had been selected in order to find out the appropriate answers to the research questions and to test the hypotheses in this study.

3.2 The Location of Research

This research will be conducted at Governor's Office of West Sumatera Province at Jl. Jend. Sudirman No. 5 Padang.

3.3 Population and Sample

The population of this research is public sector employee who works in nine bureaus at Governor's office of West Sumatera Province. The sample obtained from 224 public sector employees who work in nine bureaus at Governor's office of West Sumatera Province, that are: public bureau, public relations bureau, government bureau, administration and development bureau, social community development bureau, organizations bureau, law bureau, economics bureau, and asset management bureau.

Sampling technique in this research is convencience sampling with non probability method. A convenience sampling design of the research is used to

obtain information from specific target groups and conveniently available to provide it. Comfrey&Lee (1992) suggest that the adequacy of sample size might be evaluated very roughly on the following scale: 50 – very poor; 100 – poor; 200 – fair; 300 – good; 500 – very good; 1000 or more – excellent. Therefore, the sample size of this research is 224.

3.4 Data Collecting Method

Data collection method which used in this research is field survey to obtain primary data from respondents. Comprising questionnaire that consist of items that related with perceived organizational support, transformational leadership, job satisfaction and organizational citizenship behavior (OCB). In this research, the questioners were distributed directly to the target of this research, but not all bureau give permit to distribute questionnaire directly because it will disturb the performance of employee in the working time. Therefore, the researcher distributed some questioners by having a partnership with the head of bureau. Based on researcher agreement with the head of bureau, the questionnaire will spread and researcher will take it back about 3 days or more.

3.5 Variables and Measurement

❖ Research Variable

Research variable used in this study are:

1. Dependent Variable

Dependent variable is the variable that influenced by the other variable (independent variable). In this research, researcher uses organizational citizenship behavior (OCB) as the dependent variable.

2. Independent Variable

Independent variable is the variable that influences the dependent variable in either a positive or negative way. In this research, researcher uses perceived organizational support (POS) and transformational leadership as independent variable.

3. Mediating Variable

Mediating Variable is one that surfaces between the time the independent variables start operating to influence the dependent variable and the time their impact is felt on it (Sekaran, 2003). This research uses job satisfaction as mediating variable.

❖ Measurement

Measurements of perceived organizational support (POS), transformational leadership, job satisfaction, and organizational citizenship behavior (OCB) of public sector employees who work at governor's office of West Sumatera Province were adopted and developed on the basis of established existing variables from previous studies. Organizational citizenship behavior will be measured by using 16-items adopted from Smith et al. (1983), a standard job satisfaction questionnaire will be measured using the minnesota satisfaction questionnaire (MSQ) develop by Weiss, Dawis, Englang, and Logquist (1967) by using 16 items adopted from Worell (2004), a perceived organizational support will be measured by 12-items that follows the recommendation of Eisenberger et all (1986), and transformational leadership will be measured by 12-item that developed by Bass and Avolio (1993) adopted from Northouse (2003). Rating scales of this research are questionnaire's questions based on Likert's Scales

where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003). The anchors are:

No	Scale	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

Table 3.1 Likert's scale

3.6 The Conceptualization and Operationalization of Variable

For the detail of the conceptualization and operationalization of the research, the variables are explained in the table 3.2.

Table 3.2 Conceptualization and Operationalization of Variable.

VARIABLE	DEFINITION	DIMENTION	SOURCE	SCALE
Organizational Citizenship Behavior (Dependent Variable)	A general tendency to be co-operative and helpful in organizational settings.	-Altuirm - Conscientiousness	Smith et al. (1983)	Likert's Scale 1-5
Perceived Organizational Support (Independent Variable)	The extent to which the organization values (employees') contributions and cares about their well-being	-Fairness -Supervisor support -organizational reward&job condition	Eisenberger et al. (1986)	Likert's Scale 1-5
Transformational Leadership (Independent Variable)	The process whereby an individual engages with others and creates a connection that raises the level of motivation an morality in both the leader and the followers	-Idealized influence -Inspirational motivation -Intellectual Stimulation -Individualized consideration	Northouse (2003)	Likert's Scale 1-5
Job Satisfaction (Mediating Variable)	An emotional state of mind that reflects an affective reaction to the job and work situation.	-Job itself -Pay -Recognition -Supervision -Co-Workers	Waroll (2004)	Likert's Scale 1-5

3.7 Data Analysis

This study is intended to test a model that explained the effect mediating role of job satisfaction on the relationship between perceived organizational support (POS), transformational leadership, and its impact for organizational citizenship behavior (OCB). To answer the hypothesis, the data will be analysed using statistical package for the social sciences (SPSS) 15.0 and for structural equation model (SEM) by AMOS 16.0 as software application. SPSS is needed to analyse the respondent characteristic in represent the frequency and percentage of respondent data. Beside that this tools also used to determine the validity, reliability, and normality. The data will be analysed using structural equation model (SEM) by AMOS as software application. This software provides information about goodness-of-fit model and relationship among the hypothesis.

❖ Validity Test

According to (Ghozali, 2001) validity test is a tool which is used to measure validation of questioner. Questioner is valid if the range is more than 0.30 question of questioner can describe something that will be measured by questioner. Validity test used SPSS 15.0 application program. The item of each variable tested by factor analysis with factor loading. Based on Hair et al. (1998), factor loading greater than ± 0.3 are considered to meet the minimal level; loading value of ± 0.40 are considered more important; and if the loading are ± 0.50 or greater, they considered practically significant.

❖ Reliability Test

Reliability according to Ghozali (2001, p. 41) is measuring instrument to measure a questioner which represent indicator of construct variable. The most

popular test of inter item consistency reliability is the Cronbach's coefficient alpha (Cronbach, 1946; cited from Sekaran 2003). The way to calculating of a data reliability level is using Cronbach alpha is between 0.60 – 1.00). The closer the reliability coefficient gets to 1,0, the better. In general, reliabilities less than 0,6 are considered to be poor, those in the 0,7 range, acceptable, an those over 0,8 good (Sekaran, 2003). Reability test used SPSS 15.0 program.

❖ Normality Test

Normality test aims to test whether the regression model, independent variables and the dependent variable, both are normally distributed or not. Normality test can be done through two approaches, namely through the approach chart (histogram and P-P Plot) and Kolmogorov-Smirnov test (Ghozali, 2001). In this research, for Normality test can be used the Kolmogorov Smirnov test, whereby if the sign value > 0.05 , then it can be concluded that the data variables were tested with the normally distributed. Normality test used SPSS 15.0 program.

❖ Structural Equation Modeling (SEM)

To test the hypothesis used Equation Structural Modeling (SEM), operated by using AMOS16 program. Structural Equation Model (SEM) is a form of extension or a combination of several multivariate techniques or a set of statistical techniques that allow testing of a series of relationships that are relatively complex silmutaneously (Hair et al., 1998). SEM AMOS 16 provides information about goodness-of-fit model and relationship among the hypothesis. Moreover SEM was commonly used measures of fit include:

- **Chi-Square** a fundamental measure of fit used in the calculation of many other fit measures. Conceptually it is a function of the sample size and the difference between the observed covariance matrix and the model covariance matrix.
- **Goodness of fit index (GFI)** represents the degree to which the actual or observed covariance matrix is predicted by the estimated model. GFI deals with explained covariance, relative to total covariance. GFI values can range from 0.0 (poor fit) to 1.0 (perfect fit). In practice, a GFI value greater than 0.9 represents a strong fit. AGFI is an extension of GFI, which is adjusted by the ratio of degrees of freedom for the proposed model to the degrees of freedom for the null model. It is suggested that an AGFI equal to or greater than 0.9 indicates a good fit, while an AGFI that is greater than 0.8 is a sign of a marginal fit.
- **Comparative fit index (CFI)** has the advantage that can not be influenced by sample size because it is very good for measuring the level of acceptance of a model. CFI values are recommended to be accepted is >0.90 and $0.8 \leq CFI \leq 0.9$ is a sign of a marginal fit.
- **Root Mean Square Error of Approximation (RMSEA)** is an index that can be used to compensate for the chi-square statistic in large samples. RMSEA values indicate goodness-of-fit who can expect when the model is estimated in the population. RMSEA value of less than or equal to 0.08 is an index to a model that shows the acceptable of a close fit.

BAB IV

ANALYSIS AND RESULTS

This chapter describes the analysis of research result related to perceived organizational support (POS), transformational leadership, job satisfaction and organizational citizenship behavior (OCB) of public sector employees who work in nine bureaus at Governor's office of West Sumatera Province.

4.1 Survey Results

The result of this survey can be seen from the number of questioner have been distributed to public sector employee who work in 9 bureaus at Governor's office of West Sumatera Province. Data was distributed to public sector employee directly and some of quistionnaire through their head of administration for some bureau in governor's office. The questionnaire take it back about 3 days or more to fill in the questioners. This is the table 4.1 that shows about the number of questioner.

Table 4.1 Survey Results

Survey	Number of Questionnaire
Distributed	243
Returned	224
Not Returned	19
Analyzed	224

Source: Processed from questionnaire by using SPSS

From the table 4.1, 243 questionnaires was distributed to public sector employee who in nine bureaus at governor's office. Others 19 questionnaires were not returned back to researcher because of some employee were not in Padang (was on a business trip out of town), absenteeism and vacation, and some employee unfilled it because they did not have availability time while survey

occurred. No questionnaire broken or error on this survey. Therefore, researcher processed 224 data from filled questionnaires.

4.2 Description of Respondent Characteristics

4.2.1 Based on Gender

This research involves respondents which covered of public sector employees who work in 9 bureau at Governor's office of West Sumatera Province, result of survey shows that respondent can be grouped based on gender. The result indicates that mostly the respondents are female with 51.3% from the total of respondents and the rest 48.7% is male. This result can be illustrated in table 4.2 as followed:

Table 4.2 Respondent Based on Gender

Gender	Number	Percentage
Male	109	48.7
Female	115	51.3
Total	224	100.0

Source: Processed from questionnaire by using SPSS

4.2.2 Based on Age

Table 4.3 Respondent Based on Age

Range of Age	Number	Percentage
<25	17	7.6
25-39	60	26.8
40-49	92	41.1
>50	55	24.6
Total	224	100.0

Source: Processed from questionnaire by using SPSS

From the table 4.3 the respondents are grouped based on age, the range of age start from <25 years old (7.6%), in range from 25-39 (26.8%), in range 40-49 (41.1%), and in last range >50 (24.6%) from total of respondents. This shows that majority of the respondent (41.1%) belong to the age group of 40-49, meaning

that public sector employees at Governor's office of West Sumatera Province are in the productive age to work for a living for him/herself or his/her family.

4.2.3 Based on Educational Background

Table 4.4 Respondent Based on Educational Background

Educational Background	Number	Percentage
Senior High School	68	30.4
Diploma	26	11.6
Strata-1	110	49.1
Strata-2	20	8.9
Total	224	100.0

Source: Processed from questionnaire by using SPSS

Table 4.4 shows the respondent consist of graduating from Senior High School (30.4%), graduating from Diploma (11.6%), majority of respondent graduating from Strata-1 (49.1%), and graduating from Strata-2 (8.9%).

4.2.4 Based on Working Period in Unit Right Now (Year)

Table 4.5 Respondent Based on Working Period in Unit Right Now (Year)

Range of Working Period in unit right now	Number	Percentage
<5	62	27.7
5-10	27	12.1
11-15	35	15.6
16-20	35	15.6
>20	65	29.0
Total	224	100.0

Source: Processed from questionnaire by using SPSS

From the table 4.5 the respondent is grouped based on working period at unit right now, the range of working period <5 years (27.7%), in range 5-10 years (12.1%), in range 11-15 years (15.6%), in range 16-20 years (15.6%), and in range >20 years (29.0%).

4.2.5 Based on working period as PNS (year)

Table 4.6 Respondent Based on Working Period as PNS (Year)

Range of Working period as PNS	Number	Percentage
<5	35	15.6
5-10	19	8.5
11-15	30	13.5
16-20	46	20.5
>20	94	42.0
Total	224	100.0

Source: Processed from questionnaire by using SPSS

From the table 4.6 the respondent is grouped based on working period as PNS, the range of working period <5 years (15.6%), in range 5-10 years (8.5%), in range 11-15 years (13.5%), in range 16-20 years (20.5%), and in range >20 years (42.0%).

4.2.6 Based on Marital Status

Table 4.7 Respondent Based on Marita Status

Marital Status	Number	Percentage
Single	28	12.5
Married	196	87.5
Total	224	100.0

Source: Processed from questionnaire by using SPSS

As shown in table 4.7, majority of the respondents that is 196 (87.5%) are married, and 28 (12.5%) are single.

4.2.7 Based on Income/Month (Rp)

Table 4.8 Respondent Based on Income

Income/month	Number	Percentage
<2.000.000	31	13.8
2.000.000-3.000.000	120	53.6
3.000.000-4.000.000	60	26.8
4.000.000-5.000.000	9	4.0
>5.000.000	4	1.8
Total	224	100.0

Source: Processed from questionnaire by using SPSS

From the table 4.8 respondents are grouped based on income/month, the majority of respondent have income 2.000.000-3.000.000 (53.6%), then in range <2.000.000 (23.8%), in range 3.000.000-4.000.000 (26.8%), in range 4.000.000-5.000.000 (4.0%), and in range >5.000.000 (1.8%).

4.2.8 Based on Employment Status

Table 4.9 Respondent Based on Employment Status

Employment Status	Number	Percentage
PNS	224	100.0
Honorer	0	0
Total	224	100.0

Source: Processed from questionnaire by using SPSS

The table 4.9 shown the respondent based on employment status, the entire respondent of this resesarch is PNS (100%).

4.2.9 Based on category of PNS (if the respondent is PNS)

Table 4.10 Respondent Based on Category of PNS

Category of PNS	Number	Percentage
I	0	0
II	51	22.8
III	156	69.6
IV	17	7.6
Total	224	100.0

Source: Processed from questionnaire by using SPSS

The table 4.10 present the respondent based on category of PNS, the majority of repondent is PNS category III (69.6%), PNS in category II (22.8%), and PNS in category IV is (7.6%).

4.3 Descriptive of Items Respond for Each Variable

Description of each item obtained from field survey is demonstrated in the following sections. The score each item reflect the level of distributive justice

overall respondent for each item. The items are measured using 5 point likert's scale. The higher score means the more positive respond of the respondent.

Table 4.11 Perceived Organizational Supports (POS)

No.	Item	Mean
1.	The organization strongly considers my goals and values	3.51
2.	The organization cares about my opinion	3.49
3.	Even if I did the best job possible, the organization would fail to notice (r)	3.55
4.	Help is available from the organization when I have a problem	3.43
5.	My supervisor really care about employee well-being	3.58
6.	My supervisor would ignore any complaint from employee (r)	3.56
7.	My supervisor takes pride in my accomplishments at work	3.69
8.	The organization values my contribution to its well-being	3.60
9.	The organization shows very little concern for employee	2.66
10.	The organization is willing to help me when I need a special favor	3.62
11.	The organization cares about my general satisfaction at work	3.47
12.	The organization tries to make my job as interesting as possible	3.44

Source: Processed from questionnaire by using SPSS

The result on Table 4.11 shows that the highest respond of respondents answer on the item 7 and item 10 mean that most respondents viewed that their supervisor takes pride in their accomplishments at work and the organization can help them if they need a special favor. Meanwhile, the lowest score can be seen on the item 9 which reflect the organization not show very little concern for employees. In other word, organization care about their employee well-being.

Table 4.12 Transformational Leadership

No.	Item	Mean
1.	My supervisor makes me feel good to be around his/her	3.66
2.	I have complete faith with my supervisor	3.66
3.	I am proud to be associated with my supervisor	3.73
4.	My supervisor express with a few simple words what I could and should do	3.70

5.	My supervisor provide appealing images about what I can do	3.71
6.	My supervisor help me find meaning in my work	3.64
7.	My supervisor enable me to think about old problems in new ways	3.55
8.	My supervisor provide others with new ways of looking at puzzling things	3.31
9.	My supervisor get me to rethink ideas that I had never questioned before	3.47
10.	My supervisor help me to develop myself	3.78
11.	My supervisor let me know how his/her think I am doing	3.27
12.	My supervisor give personal attention to others who seem rejected	2.92

Source: Processed from questionnaire by using SPSS

The result on Table 4.12 shows that the highest respond of respondents answer on the item 10 and item 3 mean that most public sector employees viewed that their supervisor helps them to develop themselves and the employees is proud to be associated with their supervisor. Meanwhile, the lowest score can be seen on the item 11 and item 12 which reflects the supervisor doesn't let the employees know how the supervisor think about the employees doing and the supervisor doesn't give personal attention to others who seem rejected.

Table 4.13 Job Satisfaction

No.	JS	Mean
1.	My job is fun	3.76
2.	I am enthusiastic about my job	3.78
3.	I felt a sense of pride in doing my job	3.87
4.	I am satisfied with my current job	3.76
5.	I feel, I paid a fair amount for the work I do	3.45
6.	I am satisfied with my chances for salary increases	3.66
7.	I get a fair bonus	3.37
8.	I am satisfied with my chances for promotion	3.40
9.	People advancing rapidly here as elsewhere	3.22
10.	There is little appreciation for those who work here (r)	3.10
11.	My boss do justice to me	3.55
12.	My boss is competent enough/capable of doing his job	3.64
13.	My boss show too little interest to the feelings of subordinates (r)	3.18
14.	I enjoy working with colleagues-my colleagues	3.83

15.	There are too many quarrels and fight in the workplace (r)	3.79
16.	I like the people who work with me	3.92

Source: Processed from questionnaire by using SPSS

Table 4.13 represent on how public sector employee's satisfaction on doing their job. The result shows, the highest respond of respondents answer on the item 16 and item 14. These mean that most respondents enjoy and like to work with their partners and their colleagues at governor's office of West Sumatera Province. Meanwhile, the lowest score can be seen on the item 10 which reflects a moderate level in terms of lower appreciation for employees at this organization.

Table 4.14 Organizational Citizenship Behavior (OCB)

No.	OCB	Mean
1.	Help others who have been absent	3.30
2.	Punctuality	4.03
3.	Volunteers for things that are not required	3.80
4.	Takes underserved breaks (r)	3.41
5.	Orients new people even though it is not required	3.30
6.	Attendance at work is above the norm	3.31
7.	Help others who have heavy work loads	3.58
8.	Coasts towards the end of the day (r)	3.47
9.	Gives advance notice if unable to come to work	4.04
10.	Great deal of time spent with personal phone conversation (r)	4.08
11.	Does not take unnecessary time off work	3.68
12.	Assists supervisor with his or her work	3.94
13.	Makes innovative suggestions to improve department	3.79
14.	Does not take extra breaks	3.61
15.	Attend functions not required but that help company image	3.71
16.	Does not spend time middle conversation	3.67

Source: Processed from questionnaire by using SPSS

The result on Table 4.14 shows that the highest respond of respondents answer on the item 10 and item 9 mean that most public sector employees viewed that they are not have a great deal of time spent with personal phone conversation and the employees give notice if unable to come to work. Meanwhile, the lowest

score can be seen on the item 1 and item 5 which reflects the moderate level in terms of helping others who have been absent and orients new people.

4.4 Data Analysis

4.4.1 Testing of Validity

There are four variables in this research are measure by multiple items: perceived organizational support (POS) (12 items), transformational leadership (12 items), job satisfaction (16 items), and organizational citizenship behavior (16 items).

Table 4.15 Validity Testing of Perceived Organizational Support (POS)

Variable	Item	Factor Loading	Remarks
Perceived Organizational Support (POS)	POS12	0.737	No deleted item
	POS11	0.698	
	POS5	0.677	
	POS4	0.673	
	POS8	0.606	
	POS7	0.596	
	POS10	0.576	
	POS9	0.713	
	POS6	0.639	
	POS3	0.541	
	POS2	0.669	
	POS1	0.608	

Source: Processed from questionnaire by using SPSS

From the table 4.15, the validity test of perceived organizational support (POS) variable has showed that all of twelve items have factor loading greater than 0.5. It's mean that the all items of variable perceived organizational support (POS) are valid.

Table 4.16 Validity Testing of Transformational Leadership

Variable	Item	Factor Loading	Remarks
Transformational Leadership	TFL10	0.827	2 items deleted
	TFL7	0.785	
	TFL3	0.758	
	TFL5	0.745	
	TFL9	0.738	
	TFL4	0.736	
	TFL6	0.725	
	TFL2	0.677	
	TFL1	0.584	
	TFL11	0.578	
	TFL8	0.442	
	TFL12	0.118	

Source: Processed from questionnaire by using SPSS

From the table 4.16 the validity test of variable transformational leadership, there is two items from twelve items which has factor loading less than 0.5; it consists of items TFL8 with factor loading 0.442 and TFL12 with factor loading 0.118. It means two factors are not valid. Therefore, the researcher erased two items on validity testing.

Table 4.17 Validity Testing of Job Satisfaction

Variable	Item	Factor Loading	Remarks
Job Satisfaction	JS1	0.828	5 items deleted
	JS2	0.729	
	JS3	0.704	
	JS6	0.668	
	JS7	0.659	
	JS4	0.615	
	JS8	0.614	
	JS9	0.542	
	JS12	0.534	
	JS14	0.455	
	JS11	0.600	
	JS13	0.539	
	JS5	0.495	
	JS15	0.356	
	JS10	0.209	
	JS16	0.300	

Source: Processed from questionnaire by using SPSS

From the table 4.17 the validity test of variable job satisfaction, there are five items from sixteen items which has factor loading less than 0.5, it consists of items JS14 with factor loading 0.4555, JS5 with factor loading 0.495, JS15 with factor loading 0.356, JS10 with factor loading 0.209, and JS16 with factor loading 0.300. Its mean these five factors are not valid. Therefore, the researcher erased these five items on validity testing.

Table 4.18 Validity Testing of Organizational Citizenship Behavior (OCB)

Variable	Item	Factor Loading	Remarks
Organizational Citizenship Behavior (OCB)	OCB12	0.680	4 items deleted
	OCB15	0.655	
	OCB13	0.596	
	OCB6	0.532	
	OCB8	0.632	
	OCB10	0.621	
	OCB5	0.321	
	OCB4	0.544	
	OCB9	0.538	
	OCB2	0.641	
	OCB3	0.618	
	OCB11	0.393	
	OCB1	0.633	
	OCB16	0.518	
	OCB14	0.222	
	OCB7	0.464	

Source: Processed from questionnaire by using SPSS

From the table 4.18 the validity test of variable organizational citizenship behaviour (OCB), there are four items from sixteen items which has factor loading less than 0.5, it consists of items OCB5 with factor loading 0.321, OCB11 with factor loading 0.393, OCB14 with factor loading 0.222, and OCB7 with factor loading 0.464. Its mean these four factors are not valid. Therefore, the researcher erased these four items on validity testing.

4.4.2 Testing of Reability

For determining the reliability, the reliability of each statement is processed by using computer program SPSS 15 for windows with Cronbach alpha formula.

Table 4.19 Reability Testing

Variables	Cronbach's Alpha	Item	Remark
Perceived Organizational Support (POS)	0.779	12	Reliable
Transformational Leadership	0.892	10	Very Reliable
Job Satisfaction	0.829	11	Very Reliable
Organizational Citizenship Behavior (OCB)	0.626	12	Reliable

Source: Processed from questionnaire by using SPSS

The result of reability testing in table 4.19 shows the cronbanch's alpha for each variable of perceived organizational support (POS), transformational leadership, job satisfaction, and organizational citizenship behavior (OCB) which are greater than 0.6. It means that all of the research instruments are reliable and can be used for futher analysis.

4.4.3 Testing of Normality

Normality test aims to test whether the regression model, independent variables and the dependent variable, both are normally distributed or not. Normality test can be used the Kolmogorov Smirnov test, whereby if the significant value > 0.05 , then it can be concluded that the data variables were tested with the normally distributed (Ghozali, 2001).

Table 4.20 Normality testing
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		224
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.96078500
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.031
Kolmogorov-Smirnov Z		.860
Asymp. Sig. (2-tailed)		.451

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed by using SPSS

Based on Kolmogorov-Smirnov test results show that the value Asymp. Sign. (2-tailed) 0.451, this value is greater than 0.05 therefore all of the data are show normally distributed.

4.5 Measurement of Fit Model

The previous section presented detail of data checking process used analysis which included checking for outliers, testing validity of data, testing reliability, and checking for normality of data. This section will be continued with description of statistical tool utilised to assess the developed hypotheses. In this research, analysis procedure was undertaken by using SPSS 15.0 for windows and SEM AMOS 16.

Table 4.21 Measure of Goodness-Fit-Model

No.	Measure of Goodness-Fit-Model	Recommended Level of acceptable Fit	Results of the research	Description
1.	Normed chi-square (χ^2/df)	Lower limit 1.0 Upper limit 2.0, 3.0, or 5.0	1.94	Acceptable
2.	Goodness of fit index (GFI)	0.0 (poor fit) 1.0 (perfect fit)	0.75	Marginal fit

3.	Root mean square error of approximation (RMSEA)	Under .08	0.06	Acceptable
4.	Adjusted goodness of fit index (AGFI)	0.0 (poor fit) 1.0 (perfect fit)	0.72	Marginal fit
5.	Comparative Fit Index (CFI)	0.0 (poor fit) 1.0 (perfect fit)	0.78	Marginal fit

Source: Processed from questionnaires by using SEM AMOS

Based on the table 4.21 above, the ratio of chi-square to degree of freedom of the result is 1.9 it means the ratio of chi-square to degree of freedom is acceptable because the value smaller than 5. Moreover, RMSEA value less than or equal to 0.08 is an index to a model that shows the receipt of a close fit that model based on the degree of freedom. Based on the calculation results obtained RMSEA value is 0.06, it means the model is acceptable.

Another measure of the absolute fit index that is deemed appropriate to confirm a model is GFI. It represents the overall GFI represents the degree to which the actual or observed covariance matrix is predicted by the estimated model. GFI deals with explained covariance, relative to total covariance. GFI values can range from 0.0 (poor fit) to 1.0 (perfect fit). Based on calculations from the results obtained through the program AMOS16, GFI is 0.75 it means the model is at moderate level of fitness or good enough fit model (Ghozali, 2002). AGFI is an extension of GFI, which is adjusted by the ratio of degrees of freedom for the proposed model to the degrees of freedom for the null model. AGFI value obtained is equal to 0.72 indicates that a good enough fit model (Ghozali, 2002). Index value of CFI (Comparative Fit Index) is recommended in order to achieve model fit is greater than 0.90 and if $0.8 \leq CFI \leq 0.9$ is a marginal fit model. The current result obtained CFI 0.78; it means a model is marginal fit.

4.5.1 Hypothesis Testing

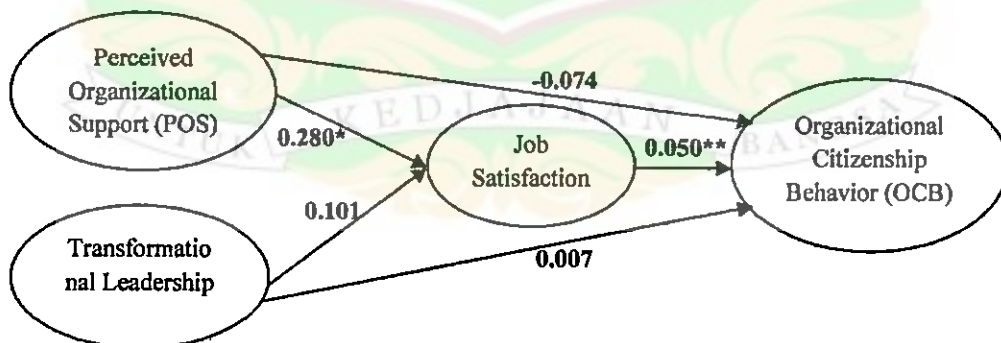
The hypotheses were tested by using Structural Equation Model (SEM). As a direct or indirect effect of the exogenous variables can be specified by identifying paths among variables, a path analysis was conducted to test the overall causal model. As discussed in the earlier section, the model has been tested to assess the overall fit of the model. Also, individual tests of the hypothesized relationship were conducted. The critical value (CR) used to assess the significance of the relationship between two path is 1.96 ($p < .05$). A CR value above 1.96 means the relationship of the causal model is significant. The results of the hypotheses testing are shown in table 4.22.

Table 4.22 Regression Weight

H	Path	Estimate	S.E.	CR	P	Judgement
H1	Job Satisfaction ← Perceived Organizational Support (POS)	0.280	0.087	3.223	0.001	Significant
H2	Job Satisfaction ← Transformational Leadership	0.101	0.058	1.739	0.082	Not Significant
H3	Organizational Citizenship Behavior (OCB) ← Job Satisfaction	0.540	0.276	1.959	0.050	Significant
H4	Organizational Citizenship Behavior (OCB) ← Perceived Organizational Support (POS)	-0.074	0.075	-0.991	0.322	Not Significant
H5	Organizational Citizenship Behavior (OCB) ← Transformational Leadership	0.007	0.059	0.113	0.910	Not Significant

Source: Processed from questionnaires by using SEM AMOS

Figure 4.1 Path Diagram for the Initial Theoretical Model



*Note: *significant at $p < .01$, **significant at $p < .05$.*

Note: Significant at p < .01, insignificant at p > .05.

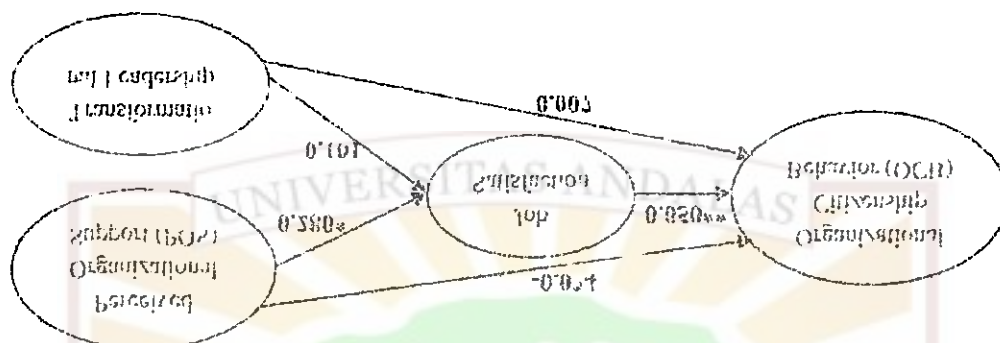


Figure 4.1 Path Diagram for the Initial Theoretical Model

Note: Processed from questionnaires by using SPSS 22.0

H1	H1a: Information Technology (IT) has a positive effect on Organizational Performance (OP)	0.003	0.020	0.112	0.010	Significant
H2	H2a: Information Technology (IT) has a positive effect on Behavior (OCB)	-0.054	0.020	-0.081	0.020	Not Significant
H3	H3a: Organizational Performance (OP) has a positive effect on Behavior (OCB)	0.101	0.020	0.020	0.020	Significant
H4	H4a: Organizational Performance (OP) has a positive effect on Information Technology (IT)	0.003	0.020	0.020	0.020	Significant
H5	H5a: Organizational Performance (OP) has a positive effect on Information Technology (IT)	0.003	0.020	0.020	0.020	Significant
H6	H6a: Organizational Performance (OP) has a positive effect on Information Technology (IT)	0.003	0.020	0.020	0.020	Significant

Table 4.22 Regression Weight

of the hypotheses testing are shown in table 4.23.

above 1.96 means the relationship of the causal model is significant. The results of the significance of the relationship between two variables is 1.96 ($p < .05$). A CR value of 1.96 means the relationship between two variables is significant. The critical value (CR) used to assess the overall fit of the model. Also, individual tests of the overall causal model. As discussed in the earlier section, the model has been identified by using various variables. A path analysis was conducted to test the hypothesis. As a direct or indirect effect of the exogenous variables can be specified by

The hypotheses were tested by using Structural Equation Model (SEM).

4.2.1 Hypothesis Testing

H1: Perceived organizational support will be positively related to job satisfaction

Hypothesis 1 investigated the positive impact of perceived organizational support and job satisfaction of public sector employee at governor's office. The standard path coefficient of, 0.280 and the critical ratio value of, 0.001 ($p < 0.01$), noted that hypothesis 1 was supported. To be more clearly, look at the table 4.23.

Table 4.23 Regression Weight H1

H	Path	Estimate	S.E.	C.R.	P	Judgment
H1	Job Satisfaction $\leftarrow$ Perceived Organizational Support (POS)	0.280	0.087	3.223	0.001	Significant

Source: Processed from questionnaires by using SEM AMOS

H2: There is positive relationship between transformational leadership and job satisfaction.

Hypothesis 2 investigated the positive relationship of transformational leadership and job satisfaction of public sector employee at governor's office. The standard path coefficient of 0.101 and the critical ratio value of, 0.082 ($p < 0.05$), noted that hypothesis 2 was not supported. To be more clearly, look at the table 4.24.

Table 4.24 Regression Weight H2

H	Path	Estimate	S.E.	C.R.	P	Judgment
H2	Job Satisfaction $\leftarrow$ Transformational Leadership	0.101	0.058	1.739	0.082	Not Significant

Source: Processed from questionnaires by using SEM AMOS

H3: There is positive relationship between job satisfaction and organizational citizenship behavior (OCB).

Hypothesis 3 investigated the positive relationship of job satisfaction and organizational citizenship behavior (OCB) of public sector employee at governor's office. The standard path coefficient of 0.540 and the critical ratio value of, 0.050 ($p < 0.05$), noted that hypothesis 3 was supported. To be more clearly, look at the table 4.25.

Table 4.25 Regression Weight H3

H	Path	Estimate	S.E.	C.R.	P	Judgment
H3	Organizational Citizenship Behavior (OCB)←Job Satisfaction	0.540	0.276	1.959	0.050	Significant

Source: Processed from questionnaires by using SEM AMOS

H4: There is positive relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB).

Hypothesis 4 investigated the positive relationship of perceived organizational support (POS) and organizational citizenship behavior (OCB) of public sector employee at governor's office. The standard path coefficient of -0.074 and the critical ratio value of, 0.322 ($p < 0.05$), noted that hypothesis 4 was not supported. To be more clearly, look at the table 4.26.

Table 4.26 Regression Weight H4

H	Path	Estimate	S.E.	C.R.	P	Judgment
H4	Organizational Citizenship Behavior (OCB)← Perceived Organizational Support (POS)	-0.074	0.075	-0.991	0.322	Not Significant

Source: Processed from questionnaires by using SEM AMOS

H5: There is positive relationship between transformational leadership and organizational citizenship behavior (OCB).

Hypothesis 5 investigated the positive relationship of transformational leadership and organizational citizenship behavior (OCB) of public sector employee at governor's office. The standard path coefficient of -0.074 and the critical ratio value of, 0.322 ($p < 0.05$), noted that hypothesis 3 was not supported. To be more clearly, look at the table 4.27.

Table 4.27 Regression Weight H5

H	Path	Estimate	S.E.	C.R.	P	Judgment
H5	Organizational Citizenship Behavior (OCB)← Transformational Leadership	0.007	0.059	0.113	0.910	Not Significant

Source: Processed from questionnaires by using SEM AMOS

4.5.2 Direct and Indirect Effect of Hypothesis

Table 4.28 Standardized Direct Effects

	Transformational Leadership	Perceived Organizational Support (POS)	Job Satisfaction	Organizational Citizenship Behavior (OCB)
Job Satisfaction	0.182	0.676	0.000	0.000
Organizational Citizenship Behavior (OCB)	0.014	-0.206	0.618	0.000

Source: Processed from questionnaires by using SEM AMOS

Table 4.29 Standardized Indirect Effects

	Transformational Leadership	Perceived Organizational Support (POS)	Job Satisfaction	Organizational Citizenship Behavior (OCB)
Job Satisfaction	0.000	0.000	0.000	0.000
Organizational Citizenship Behavior (OCB)	0.112	0.418	0.000	0.000

Source: Processed from questionnaires by using SEM AMOS

H6a: Perceived organizational support (POS) and transformational leadership directly influence organizational citizenship behavior (OCB) through job satisfaction.

H6b: Perceived organizational support (POS) and transformational leadership indirectly influence organizational citizenship behavior (OCB) through job satisfaction.

From the Table 4.28 and 4.29 show that the direct effects and indirect effect of perceived organizational support (POS) and transformational leadership to organizational citizenship behavior (OCB). From the table 4.28 the direct role of perceived organizational support (POS) to organizational citizenship behavior (OCB) is $\beta = -0.206$ and direct role of transformational leadership to organizational citizenship behavior (OCB) is $\beta = 0.014$, while the indirect role of perceived organizational support (POS) to organizational citizenship behavior (OCB) in the table 4.29 is $\beta = 0.418$ and indirect role of transformational leadership to organizational citizenship behavior (OCB) is $\beta = 0.112$.

From the statistical results, indicated that the direct role is still less than their indirect role. This is showed that perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction of public sector employee at governor's office. In other word, job satisfaction has a role as a mediating variable of the relationship perceived organizational support (POS) and transformational leadership to organizational citizenship behavior (OCB). Therefore, the hypothesis 6b was supported and hypothesis 6a was not supported.

4.6 Discussion of the Research Findings

This section addresses the discussion of the research findings on the basis of the model. The final model of this is presented in figure 4.1 and portrays the relationships among the hypotheses which illustrate the key findings of the research. A brief overview of the contribution is presented first and is then followed with discussions of the result.

4.6.1 The relationship between perceived organizational support (POS) and job satisfaction.

According to Eisenberger et al. (1986, p. 501), individual tend to "form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being". These beliefs that are exchanges between an employee and employing organization are called perceived organizational support. Therefore, employees must gain this sense of support to their human resource practices. Specifically, research has indicated that individuals who perceive that their organization supports, then they are more likely to be satisfied with their job (Poon et al., 2003).

This relationship also supported by Burke&Greenglass (2001, cited from Ahmad&Yekta, 2010) mentioned that perceived organizational support was positively associated with level of job satisfaction, high level of perceived organizational support resulted higher level of job satisfaction. The current research is supported by previous study (Miao, 2011) which conducted research for employees from two large-scale state-owned enterprises (SOE) in China, in that research completed measures of perceived organizational support and job satisfaction and their immediate supervisors completed measures of organizational citizenship behaviour. Data analysed using zero-order correlation and hierarchical regression analysis showed positive correlations of perceived organizational support and job satisfaction. Findings from the study indicate that perceived organizational support has a strong and positive effect on job satisfaction.

The current research results of the hypothesis 1 also showed that perceived organizational support (POS) has a positive relationship with job satisfaction of public sector employees who work at Governor's office of West Sumatera Province. Organizations treat employees well via opportunities for reward, kind of treatment; employees will increasingly feel a sense of praise, support, or approval from their organization then have higher job satisfaction and may reciprocate through effort exerted towards performing well on the job or serving the organization. The result indicates that employee who perceived organizational support and then they are more satisfied with their job.

4.6.2 The relationship between transformational leadership and job satisfaction.

The hypothesis 2 states that there is a positive relationship between transformational leadership and employees' job satisfaction. On the bases of

statistical findings it has found that transformational leadership did not significantly effect at level of overall job satisfaction because the standard path coefficient of 0.101 and the critical ratio value of 0.082 ($p < 0.05$) ,noted that hypothesis 2 was not supported.

In an investigation of the relationship between transformational leadership and employees' job satisfaction in banking sector of Lahore (Pakistan), Bushra et al. (2011) found that transformational leadership style has a positive relationship with job satisfaction. The results reveal that transformational leadership style of leader had a positive effect on employees' job satisfaction, which prove that by adopting transformational leadership style, leaders can achieve more satisfied staff. If employees are satisfied with their jobs they will perform better which will lead organizations towards success. Employees who are working for transformational leader have higher level of job satisfaction.

The previous study (e.g., Bushra et al., 2011) has shown that transformational leadership support was positively associated with employees' job satisfaction. However, the result of the current study differs from these western studies, whereas the relationship between transformational leadership is not significant influence of job satisfaction of public sector employees who work at Governor's office of West Sumatera Province.

Refers from the journal of Budiyanto&Oetomo (2011) found that leadership did not significantly direct effect on job satisfaction among civil servants in Magetan district government. This is possibly due to most of the employees felt that the leader is less capable in terms of communicating the vision and mission and ways to accomplish them, less capable to instill a sense of pride to employees,

and less capable to gain the respect and trust of their employees. Such leadership condition is certainly unsatisfactory to employees so that leadership is not significantly correlated with job satisfaction.

4.6.3 The relationship between job satisfaction and organizational citizenship behavior (OCB).

The hypothesis 3 states that a positive relationship exists between job satisfaction and organizational citizenship behavior (OCB). On the bases of statistical findings it has been found that job satisfaction has significantly positive effect at organizational citizenship behavior (OCB). Therefore the findings of the study support the hypothesis 3 and prove that by achieving employees' job satisfaction, employees can increase their organizational citizenship behavior (OCB). Employees who are feeling satisfy with their working have higher level of organizational citizenship behavior (OCB) that lead employee do more beyond the formal job description.

Furthermore, the result of current research is also supported by previous research by Mohammad et al. (2011) found that intrinsic and extrinsic job satisfaction is significantly and positievly associated with organizational citizenship behavior at organization (OCBO) but not with organizational citizenship behavior in indivually (OCBI). Consistent with the social exchange theory, when employees feel that their organization is considering financial and material reward or feel organizational is considerate and caring with respect to their personal growth for their job performance, they find themselves satisfied with their work and are more willling to reciprocate by expressing and displaying positive attitudes and behaviours. Eventually, this will be directed to benefit the organization rather than any specific individual within the organization.

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The current research results and supported by previous study (e.g. Mohammad et al., 2011), it was proved that the hypothesis 3, the employees' job satisfaction of public sector employees who work at Governor's office of West Sumatera Province are influence the positive attitude and behavior of employee such as organizational citizenship behavior (OCB).

4.6.4 The relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB).

The hypothesis 4 states that there is a positive relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB). On the bases of the statistical findings it has been found that perceived organizational support (POS) did not significantly effect at organizational citizenship behavior (OCB) because the standard path coefficient of -0.074 and the critical ratio value of 0.322 ($p < 0.05$), noted that hypothesis 4 was not supported.

In an investigation of the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB) in the multinational company (MNC) context, Liu (2009) indicates that an expatriate's organizational-directed organizational citizenship behavior (OCB) is significantly increased by both parent company and local subsidiary perceived organizational support (POS). In the other previous research of Ladebo (2007) found that the mediating influence of job satisfaction on the relationship between perceived supervisory support (PSS) and organizational citizenship behaviors (OCB). The hypothesised that perceived supervisory support would be positively related to employee satisfaction, which in turn would be associated with performance of citizenship behaviors.

The statistical findings and supported by previous study (e.g. Liu, 2009; Ladebo, 2007), It might be presumed that indirect relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB) is exist and it was strengthen in hypothesis 6b, that state Perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction. When the organization concern for personal feelings and needs, encourage individual development, and respect subordinates would increase job satisfaction of employees. Satisfied employees would in turn the employee to do a positive attitude and behavior such as organizational citizenship behaviors (OCB).

4.6.5 The relationship between transformational leadership and organizational citizenship behavior (OCB).

The hypothesis 5 states that there is a positive relationship between transformational leadership and organizational citizenship behavior (OCB). On the bases of statistical findings it has found that transformational leadership did not significantly effect on organizational citizenship behavior (OCB).

In an investigation of previous research about the relationship between transformational leadership and organizational citizenship behavior (OCB), most studies about the relationship between leadership and performance show a stronger relationship between transformational leadership and performance (Wang et al., 2005). Ferris&Rowland (1981; cited from Vigoda-Gadot (2007) argued that leader's behavior affects employee jop perceptions, which then affect employee attitude towards the job perceptions, which then affect employee attitudes toward job and performance. Thus, employees' perceptions of the workplace, such as perception of politics, may be mediator between leadership and performance. The

study by Pillai et al. (1999; cited from Vigoda-Gadot, 2007) examined the relationship between transformational and transactional leadership, procedural justice and distributive justice, and trust in organizational obligation, organizational citizenship behavior (OCB), and satisfaction from work. He found that an indirect relationship exists between transformational leadership and organizational citizenship behavior (OCB).

The previous study (e.g. Wang et al., 2005; Ferris&Rowland, 1981, Pillai et al., 1999) has shown that it might be presumed that indirect relationship between transformational leadership and organizational citizenship behavior (OCB) is exist and it was strengthen in hypothesis 6b, that state Perceived organizational support (POS) and transformational leadership indirectly influence of organizational citizenship behavior (OCB) through job satisfaction of public sector employees who work at Governor's office of West Sumatera Province.

CHAPTER V

CONCLUSION, IMPLICATIONS, LIMITATIONS, AND RECOMMENDATIONS

6.1 Conclusion of the Research

The primary purpose of this study was to develop and test the model of the variables which contribute to perceived organizational support (POS), transformational leadership, and job satisfaction on organizational citizenship behavior (OCB) of public sector employees who work at Governor's office of West Sumatera Province. Based on the review of the literature, research developed a number of hypotheses which were represented in the research model in figure 4.1.

Based on the analysis and discussion conducted previously, then the researcher can draw conclusion as follows:

1. Perceived organizational support (POS) variable consisting of fairness, supervisory support, organizational reward and job condition is positively and significantly associated with job satisfaction among public sector employees who work at Governor's office of West Sumatera Province.
2. Transformational leadership variable encompassing idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration doesn't bring the significant effect on job satisfaction among employees of Governor's office of West Sumatera Province.
3. Job satisfaction composed of the work itself, job promotion, relationship among employees (co-workers), and working condition produces a positive and significant influence on the positive attitude and behavior

(organizational citizenship behavior) among employees who work at Governor's office of West Sumatera Province.

4. Perceived organizational support (POS) indirectly has positive and significant impact on organizational citizenship behavior (OCB) of employees in Governor's office of West Sumatera Province. This suggest that the job satisfaction as mediating variable that mediates the influence of perceived organizational support (POS) on organizational citizenship behavior (OCB), because the direct effect of POS on OCB only have a smaller value than indirect effect.
5. Transformational leadership indirectly has impact on organizational citizenship behavior (OCB). However, in the case of public sector employees who work at Governor's office of West Sumatera Province did no significantly effect on organizational citizenship behavior (OCB).

6.2 Implication, Limitation, and Recommendation

6.2.1 Implication of the research

The research provides several implications for improvement of understanding of the relationship among perceived organizational support (POS), transformational leadership, job satisfaction, organizational citizenship behavior (OCB) of public sector employees who work in nine bureaus at Governor's office of West Sumatera Province.

The research results show that employees who perceived organizational support in their work affect job satisfaction of employees itself. The support from supervisor through employees well-being, give spirit, etc. were significant influence their satisfaction through organization and greater levels of perceived

organizational support (POS) encourages employees to improve their productivity through participation in extra-role behavior (organizational citizenship behavior). Researcher also found that the the mediating variable (job satisfaction) can mediate the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB).

It was found that transformational leadership did not significantly effect on job satisfaction of the employee who works in nine bureaus at governor's office of West Sumatera Province. This indicates that job satisfaction of public sector employees at Governor's office of West Sumatera Province is not significantly related to their transformational leadership style of the leader, it might be the leader is less capable in terms of communicating the vision and mission and ways to accomplish them, less capable to instill a sense of pride to employees, and less capable to gain the respect and trust of their employees. Therefore, that research findings are interesting to be investigated further.

In the context of public sector organization (Governor's office of West Sumatera Province), the research results showed that organizational citizenship behavior (OCB) directly and indirectly determined by job satisfaction. The result suggests that job satisfaction is a crucial factor of organizational citizenship behavior (OCB) which is reflected in altruism and conscientiousness. Vigoda-Gadot (2007) mentioned that the organizational citizenship behavior (OCB) contributes to overall organizational effectiveness, this indicates that employees who feeling equity, fair treatment, and fulfilled personal goals by characterise the work environment, there have been positive attitude and behavior such as organizational citizenship behavior (OCB).

6.2.2 Limitation of the Research

There are some limitations of this research:

1. The sample of this research only for public sector employees who work in nine bureaus in Governor's office of West Sumatera Province, not all of the public sector employees who work at governor's office of West Sumatera Province can be investigated.
2. The research doesn't group/categorize respondent's responses of the perceived organizational support (POS), transformational leadership, job satisfaction, and organizational citizenship behavior (OCB) based on their bureau in secretariat department at Governor's office of West Sumatera Province. Thus it is not known exactly whether there is a difference in the responses/perception of public sector employees on variables to be investigated in this study.
3. In this research, due to limitation in times, the quality of questionnaire reponse is measured based on individual mood and by the environmental conditions in the setting at the time the questionnaire are completed.

6.2.3 Recommendation of the Research

Based on the research result, to increase organizational citizenship behavior (OCB) of the public sector employees who work in Governor's office of West Sumatera Province is necessary to improve employee's job satisfaction through the development of monitoring capabilities, improved employee relations, improved the welfare of employees, and provide challenging work for employees to use their skills and abilities.

APPENDIX 1

QUESTIONNAIRE

Dear Respondents,

At this moment we are conducting research on perceived organizational support (POS) and tranformational leadership in the workplace and how its impact on job satisfaction and organizational citizenship behavior (OCB) of employee. This study only for scientific purposes, for the development of science in the field of human resources management. We are looking forward to your participation to the smooth running of this research. For your participation, we thank you. Hopefully this research was useful for us all.

Padang, February 2012

Researcher

Erica Mutiara Ningsih

0810524031

Economics Faculty of Andalas University

Management Department

A. PROFIL RESPONDEN

Instructions: Choose the correct answer by giving "checklist" [√]

1. Gender

☐ Female

☐ Male

2. Age

☐ <25

☐ 40-49

☐ 25-39

☐ >50

3. Educational Background

- ☐ SMA/Sederajat ☐ Sarjana
☐ Diploma ☐ Pasca Sarjana

4. Working Period in department right now (Year)

- ☐ <5 ☐ 11-15 ☐ >20
☐ 5-10 ☐ 16-20

5. Working Period as PNS (Year)

- ☐ <5 ☐ 11-15 ☐ >20
☐ 5-10 ☐ 16-20

6. Marital Status

- ☐ Belum Menikah ☐ Menikah

7. Income/Month (Rp)

- ☐ <2.000.000 ☐ 4.000.000-5.000.000
☐ 2.000.000-3.000.000 ☐ >5.000.000
☐ 3.000.000-4.000.000

8. Employment Status

- ☐ PNS ☐ Honorer

9. If PNS, Category:

- ☐ I ☐ III
☐ II ☐ IV

B. Quistionnaire Items

Instruction: Choose the best answer by giving "checklist" [✓]

Description: Strongly Disagree (SD) : 1
Disagree (D) : 2
Neutral (N) : 3
Agree (A) : 4
Strongly Agree (SA) : 5

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)	SD	D	N	A	SA
	1	2	3	4	5
1. Help others who have been absent	☐	☐	☐	☐	☐
2. Punctuality	☐	☐	☐	☐	☐
3. Volunteers for things that are not required	☐	☐	☐	☐	☐
4. Takes underserved breaks (r)	☐	☐	☐	☐	☐
5. Orients new people even though it is not required	☐	☐	☐	☐	☐
6. Attendance at work is above the norm	☐	☐	☐	☐	☐
7. Help others who have heavy work loads	☐	☐	☐	☐	☐
8. Coasts towards the end of the day (r)	☐	☐	☐	☐	☐
9. Gives advance notice if unable to come to work	☐	☐	☐	☐	☐
10. Great deal of time spent with personal phone conversation (r)	☐	☐	☐	☐	☐
11. Does not take unnecessary time off work	☐	☐	☐	☐	☐
12. Assists supervisor with his or her work	☐	☐	☐	☐	☐
13. Makes innovative suggestions to improve department	☐	☐	☐	☐	☐
14. Does not take extra breaks	☐	☐	☐	☐	☐
15. Attend functions not required but that help company image	☐	☐	☐	☐	☐
16. Does not spend time middle conversation	☐	☐	☐	☐	☐

Source:

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational Citizeship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68(4), 653-663.

JOB SATISFACTION (JS)	DS	D	N	A	SA
	1	2	3	4	5
1. My job is fun	☐	☐	☐	☐	☐
2. I am enthusiastic about my job	☐	☐	☐	☐	☐
3. I felt a sense of pride in doing my job	☐	☐	☐	☐	☐
4. I am satisfied with my current job	☐	☐	☐	☐	☐
5. I feel, I paid a fair amount for the work I do	☐	☐	☐	☐	☐
6. I am satisfied with my chances for salary increases	☐	☐	☐	☐	☐
7. I get a fair bonus	☐	☐	☐	☐	☐
8. I am satisfied with my chances for promotion	☐	☐	☐	☐	☐
9. People advancing rapidly here as elsewhere	☐	☐	☐	☐	☐
10. There is little appreciation for those who work here (r)	☐	☐	☐	☐	☐
11. My boss do justice to me	☐	☐	☐	☐	☐
12. My boss is competent enough/capable of doing his job	☐	☐	☐	☐	☐
13. My boss show too little interest to the feelings of subordinates (r)	☐	☐	☐	☐	☐
14. I enjoy working with colleagues-my colleagues	☐	☐	☐	☐	☐
15. There are too many quarrels and fight in the workplace (r)	☐	☐	☐	☐	☐
16. I like the people who work with me	☐	☐	☐	☐	☐

Source:

Worrell, T. G. (2004). *School Psychologists' Job satisfaction: Ten Years Later*. Doctoral Dissertation. Virginia Polytechnic Institute and State University.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)					
1	2	3	4	5	6
1. Help others who have been absent	☐	☐	☐	☐	☐
2. Punctuality	☐	☐	☐	☐	☐
3. Volunteers for things that are not required	☐	☐	☐	☐	☐
4. Likes unscheduled tasks (r)	☐	☐	☐	☐	☐
5. Orients new people even though it is not required	☐	☐	☐	☐	☐
6. Attendance at work is above the norm	☐	☐	☐	☐	☐
7. Help others who have heavy work loads	☐	☐	☐	☐	☐
8. Goes towards the end of the day (r)	☐	☐	☐	☐	☐
9. Gives advance notice if unable to come to work	☐	☐	☐	☐	☐
10. Great deal of time spent with personal phone conversations (r)	☐	☐	☐	☐	☐
11. Does not take unnecessary time off work	☐	☐	☐	☐	☐
12. Assists supervisor with his or her work	☐	☐	☐	☐	☐
13. Makes innovative suggestions to improve department	☐	☐	☐	☐	☐
14. Does not take extra breaks	☐	☐	☐	☐	☐
15. Attends functions not required but that help company image	☐	☐	☐	☐	☐
16. Does not spend time in idle conversation	☐	☐	☐	☐	☐

Source: Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational Citizenship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68(4), 653-663.

JOB SATISFACTION (JS)					
1	2	3	4	5	6
1. My job is fun	☐	☐	☐	☐	☐
2. I am enthusiastic about my job	☐	☐	☐	☐	☐
3. I feel a sense of pride in doing my job	☐	☐	☐	☐	☐
4. I am satisfied with my current job	☐	☐	☐	☐	☐
5. I feel I paid a fair amount for the work I do	☐	☐	☐	☐	☐
6. I am satisfied with my chances for salary increases	☐	☐	☐	☐	☐
7. I got a fair bonus	☐	☐	☐	☐	☐
8. I am satisfied with my chances for promotion	☐	☐	☐	☐	☐
9. People advancing rapidly here as elsewhere	☐	☐	☐	☐	☐
10. There is little appreciation for those who work here (r)	☐	☐	☐	☐	☐
11. My boss do justice to me	☐	☐	☐	☐	☐
12. My boss is competent enough/capable of doing his job	☐	☐	☐	☐	☐
13. My boss show too little interest to the feelings of subordinates (r)	☐	☐	☐	☐	☐
14. I enjoy working with colleagues-my colleagues	☐	☐	☐	☐	☐
15. There are too many duties and fight in the workplace (r)	☐	☐	☐	☐	☐
16. I like the people who work with me	☐	☐	☐	☐	☐

Source: Mowday, R. T. (1960). *School Psychology: Job Satisfaction*. New York: McGraw-Hill.

PERCEIVED ORGANIZATIONAL SUPPORT (POS)	SD	D	N	A	SA
	1	2	3	4	5
1. The organization strongly considers my goals and values	☐	☐	☐	☐	☐
2. The organization cares about my opinion	☐	☐	☐	☐	☐
3. Even if I did the best job possible, the organization would fail to notice (r)	☐	☐	☐	☐	☐
4. Help is available from the organization when I have a problem	☐	☐	☐	☐	☐
5. My supervisor really care about employee well-being	☐	☐	☐	☐	☐
6. My supervisor would ignore any complaint from employee (r)	☐	☐	☐	☐	☐
7. My supervisor takes pride in my accomplishments at work	☐	☐	☐	☐	☐
8. The organization values my contribution to its well-being	☐	☐	☐	☐	☐
9. The organization shows very little concern for employee (r)	☐	☐	☐	☐	☐
10. The organization is willing to help me when I need a special favor	☐	☐	☐	☐	☐
11. The organization cares about my general satisfaction at work	☐	☐	☐	☐	☐
12. The organization tries to make my job as interesting as possible	☐	☐	☐	☐	☐

Source:

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71 (3), 500-507.

TRANSFORMATIONAL LEADERSHIP (TFL)	SD	D	N	A	SA
	1	2	3	4	5
1. My supervisor makes me feel good to be around his/her	☐	☐	☐	☐	☐
2. I have complete faith with my supervisor	☐	☐	☐	☐	☐
3. I am proud to be associated with my supervisor	☐	☐	☐	☐	☐
4. My supervisor express with a few simple words what I could and should do	☐	☐	☐	☐	☐
5. My supervisor provide appealing images about what I can do	☐	☐	☐	☐	☐
6. My supervisor help me find meaning in my work	☐	☐	☐	☐	☐
7. My supervisor enable me to think about old problems in new ways	☐	☐	☐	☐	☐
8. My supervisor provide others with new ways of looking at puzzling things	☐	☐	☐	☐	☐
9. My supervisor get me to rethink ideas that I had never questioned before	☐	☐	☐	☐	☐
10. My supervisor help me to develop myself	☐	☐	☐	☐	☐
11. My supervisor let me know how his/her think I am doing	☐	☐	☐	☐	☐
12. My supervisor give personal attention to others who seem rejected	☐	☐	☐	☐	☐

Source:

Northouse, P. G. (2003). *Leadership theory and practice, 3th edition*. New delhi: Published by Tejeshwarsingh.

APPENDIX 2

QUESTIONNAIRE TRANSLATE

Responden yang terhormat,

Pada saat ini kami sedang mengadakan penelitian tentang hubungan dukungan organisasi, kepemimpinan dan perilaku sukarela (peran ekstra) pegawai. Penelitian ini hanya untuk keperluan ilmiah, untuk pengembangan ilmu pengetahuan di bidang manajemen sumber daya manusia. Kami sangat mengharapkan partisipasi Bapak/Ibu untuk kelancaran penelitian ini. Atas partisipasi Bapak/Ibu, kami ucapkan terima kasih. Semoga penelitian ini bermanfaat bagi kita semua.

Padang, Februari 2012

Peneliti

Erica Mutiara Ningsih

0810524031

Fakultas Ekonomi Universitas Andalas

Jurusan Manajemen

A. PROFIL RESPONDEN

Instruksi: *Pilihlah jawaban yang paling tepat dengan memberi tanda: [✓]*

1. Jenis Kelamin

☐ Perempuan

☐ Laki-Laki

2. Umur

☐ <25

☐ 40-49

☐ 25-39

☐ >50

3. Pendidikan Terakhir

- ☐ SMA/Sederajat
☐ Sarjana
☐ Diploma
☐ Pasca Sarjana

4. Masa Kerja di unit sekarang (Tahun)

- ☐ <5 ☐ 11-15
☐ 5-10 ☐ 16-20
☐ >20

5. Masa Kerja sebagai PNS (Tahun)

- ☐ <5 ☐ 11-15 ☐ Belum Menikah
☐ 5-10 ☐ 16-20 ☐ Menikah
☐ >20

6. Status Perkawinan

7. Pendapatan / Bulan (Rp)

- ☐ <2.000.000 ☐ 4.000.000-5.000.000
☐ 2.000.000-3.000.000 ☐ >5.000.000
☐ 3.000.000-4.000.000

8. Status Pekerjaan

- ☐ PNS ☐ Honorer

9. Jika PNS, Golongan:

- ☐ I ☐ II ☐ III ☐ IV

B. Cara Pengisian Kuisioner

Instruksi: Berikan tanda checklist [✓] pada satu dari pilihan jawaban yang tersedia.

Keterangan: Sangat Tidak Setuju (STS) : 1

Tidak Setuju (TS) : 2

Netral (N) : 3

Setuju (S) : 4

Sangat Setuju (SS) : 5

DUKUNGAN ORGANISASI	STS	TS	N	S	SS
	1	2	3	4	5
1. Organisasi saya sangat mempertimbangkan nilai-nilai dan tujuan saya	☐	☐	☐	☐	☐
2. Organisasi peduli dengan pendapat saya	☐	☐	☐	☐	☐
3. Bahkan jika saya melakukan pekerjaan sebaik mungkin, organisasi tidak memperhatikannya	☐	☐	☐	☐	☐
4. Bantuan tersedia dari organisasi ketika saya memiliki masalah	☐	☐	☐	☐	☐
5. Atasan saya benar-benar peduli dengan kesejahteraan pegawai	☐	☐	☐	☐	☐
6. Atasan saya akan mengabaikan keluhan dari pegawai	☐	☐	☐	☐	☐
7. Atasan saya bangga atas prestasi kerja saya	☐	☐	☐	☐	☐
8. Organisasi menghargai kontribusi saya untuk kesejahteraan organisasi	☐	☐	☐	☐	☐
9. Organisasi menunjukkan kepedulian yang sangat sedikit kepada pegawai	☐	☐	☐	☐	☐
10. Organisasi bersedia membantu saya ketika saya memerlukan bantuan khusus	☐	☐	☐	☐	☐
11. Organisasi peduli tentang kepuasan umum saya ditempat kerja	☐	☐	☐	☐	☐
12. Organisasi mencoba untuk membuat pekerjaan saya menjadi semenarik mungkin	☐	☐	☐	☐	☐

PERILAKU SUKARELA	STS	TS	N	S	SS
	1	2	3	4	5
1. Saya membantu rekan kerja yang tidak masuk kerja	☐	☐	☐	☐	☐
2. Saya datang tepat waktu ketempat kerja	☐	☐	☐	☐	☐
3. Saya secara sukarela mengerjakan sesuatu tanpa diminta	☐	☐	☐	☐	☐
4. Saya mengambil waktu istirahat saat jam kerja	☐	☐	☐	☐	☐
5. Saya membantu proses orientasi pegawai baru meskipun tidak diminta	☐	☐	☐	☐	☐
6. Kehadiran saya ditempat kerja melebihi jadwal yang telah ditentukan	☐	☐	☐	☐	☐
7. Saya membantu orang lain yang pekerjaannya menumpuk	☐	☐	☐	☐	☐
8. Saya bersantai saat hari akhir kerja (jum'at)	☐	☐	☐	☐	☐
9. Saya memberikan pemberitahuan jika tidak bisa datang bekerja	☐	☐	☐	☐	☐

10. Saya menghabiskan banyak waktu untuk percakapan telepon pribadi	☐	☐	☐	☐	☐
11. Saya tidak mengambil libur kerja untuk hal-hal yang tidak penting	☐	☐	☐	☐	☐
12. Saya membantu pekerjaan atasan saya	☐	☐	☐	☐	☐
13. Saya membuat saran yang inovatif untuk meningkatkan kinerja departemen saya	☐	☐	☐	☐	☐
14. Saya tidak mengambil waktu istirahat lebih	☐	☐	☐	☐	☐
15. Saya memberi perhatian terhadap fungsi-fungsi yang membantu image organisasi	☐	☐	☐	☐	☐
16. Tidak menghabiskan waktu ditengah-tengah percakapan	☐	☐	☐	☐	☐

KEPUASAN KERJA	STS	TS	N	S	SS
	1	2	3	4	5
1. Pekerjaan saya menyenangkan	☐	☐	☐	☐	☐
2. Saya antusias dalam mengerjakan pekerjaan saya	☐	☐	☐	☐	☐
3. Saya merasa bangga dalam melakukan pekerjaan saya	☐	☐	☐	☐	☐
4. Saya merasa puas dengan pekerjaan saya saat ini	☐	☐	☐	☐	☐
5. Saya merasa, saya dibayar dalam jumlah yang adil untuk pekerjaan yang saya lakukan	☐	☐	☐	☐	☐
6. Saya merasa puas dengan peluang untuk kenaikan gaji saya	☐	☐	☐	☐	☐
7. Saya mendapatkan bonus yang adil	☐	☐	☐	☐	☐
8. Saya puas dengan kesempatan saya untuk promosi jabatan	☐	☐	☐	☐	☐
9. Orang-orang maju dengan cepat disini seperti ditempat lain	☐	☐	☐	☐	☐
10. Hanya ada sedikit penghargaan bagi mereka yang bekerja disini	☐	☐	☐	☐	☐
11. Atasan saya berlaku adil terhadap saya	☐	☐	☐	☐	☐
12. Atasan saya cukup kompeten/cakap dalam melakukan pekerjaannya	☐	☐	☐	☐	☐
13. Atasan saya menunjukkan minat terlalu sedikit terhadap perasaan bawahan	☐	☐	☐	☐	☐

14. Saya menikmati bekerja dengan rekan-rekan kerja saya	☐	☐	☐	☐	☐
15. Ada terlalu banyak pertengkaran dan perkelahian ditempat kerja	☐	☐	☐	☐	☐
16. Saya suka dengan orang yang bekerja bersama saya	☐	☐	☐	☐	☐

GAYA KEPEMIMPINAN	STS	TS	N	S	SS
	1	2	3	4	5
1. Atasan saya membuat saya merasa nyaman berada disekitarnya	☐	☐	☐	☐	☐
2. Saya mempunyai keyakinan penuh kepada atasan saya	☐	☐	☐	☐	☐
3. Saya bangga bekerja dengan atasan saya	☐	☐	☐	☐	☐
4. Atasan saya mengungkapkan sesuatu dengan kata-kata sederhana apa yang saya bisa dan harus lakukan	☐	☐	☐	☐	☐
5. Atasan saya memberikan gambaran menarik tentang apa yang bisa saya lakukan	☐	☐	☐	☐	☐
6. Atasan saya membantu saya menemukan makna dalam pekerjaan saya	☐	☐	☐	☐	☐
7. Atasan saya memungkinkan saya untuk berpikir tentang masalah lama dengan cara baru	☐	☐	☐	☐	☐
8. Atasan saya memberikan cara baru untuk melihat masalah yang membingungkan	☐	☐	☐	☐	☐
9. Atasan saya membawa saya untuk memikirkan kembali ide-ide yang belum pernah saya pertanyakan sebelumnya	☐	☐	☐	☐	☐
10. Atasan saya membantu saya untuk mengembangkan diri	☐	☐	☐	☐	☐
11. Atasan saya membiarkan saya mengetahui bagaimana dia berpikir tentang apa yang saya lakukan	☐	☐	☐	☐	☐
12. Atasan saya memberikan perhatian pribadi kepada orang lain yang tampaknya menolak	☐	☐	☐	☐	☐

APPENDIX 3

FREQUENCY OF RESPONDENT CHARACTERISTICS

Statistics

	Jenis Kelamin	Usia	Tingkat Pendidikan	Masa Kerja di Unit Sekarang (Tahun)	Masa Kerja sebagai PNS (Tahun)	Status Perkawinan	Pendapatan Bulan (Rupiah)	Status Pekerjaan	Golongan PNS
N	Valid	224	224	224	224	224	224	224	224
	Missin	0	0	0	0	0	0	0	0

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	109	48.7	48.7	48.7
	Perempuan	115	51.3	51.3	100.0
	Total	224	100.0	100.0	

Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25	17	7.6	7.6	7.6
	>50	55	24.6	24.6	32.1
	25-39	60	26.8	26.8	58.9
	40-49	92	41.1	41.1	100.0
	Total	224	100.0	100.0	

Tingkat Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	26	11.6	11.6	11.6
	Pasca Sarjana	20	8.9	8.9	20.5
	Sarjana	110	49.1	49.1	69.6
	SMA/Sederajat	68	30.4	30.4	100.0
	Total	224	100.0	100.0	

Masa Kerja di Unit Sekarang (Tahun)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5	62	27.7	27.7	27.7
	>20	65	29.0	29.0	56.7
	11-15	35	15.6	15.6	72.3
	16-20	35	15.6	15.6	87.9
	5-10	27	12.1	12.1	100.0
	Total	224	100.0	100.0	

Masa Kerja sebagai PNS (Tahun)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5	35	15.6	15.6	15.6
	>20	94	42.0	42.0	57.6
	11-15	30	13.4	13.4	71.0
	16-20	46	20.5	20.5	91.5
	5-10	19	8.5	8.5	100.0
	Total	224	100.0	100.0	

Status Perkawinan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Belum Menikah	28	12.5	12.5	12.5
	Menikah	196	87.5	87.5	100.0
	Total	224	100.0	100.0	

Pendapatan/Bulan (Rupiah)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<2000000	31	13.8	13.8	13.8
	>5000000	4	1.8	1.8	15.6
	2000000-3000000	120	53.6	53.6	69.2
	3000000-4000000	60	26.8	26.8	96.0
	4000000-5000000	9	4.0	4.0	100.0
	Total	224	100.0	100.0	

Status Pekerjaan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PNS	224	100.0	100.0	100.0

Golongan PNS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	II	51	22.8	22.8	22.8
	III	156	69.6	69.6	92.4
	IV	17	7.6	7.6	100.0
	Total	224	100.0	100.0	

APPENDIX 4

DESCRIPTIVE OF ITEMS RESPOND FOR EACH VARIABLE

1. PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
POS1	224	2	5	3.51	.746
POS2	224	1	5	3.49	.787
POS3	224	1	5	3.55	1.062
POS4	224	1	5	3.43	.870
POS5	224	1	5	3.58	.884
POS6	224	1	5	3.56	1.005
POS7	224	1	5	3.69	.803
POS8	224	1	5	3.60	.714
POS9	224	1	5	3.34	.981
POS10	224	1	5	3.62	.755
POS11	224	1	5	3.47	.763
POS12	224	1	5	3.44	.829
Valid N (listwise)	224				

2. TRANSFORMATIONAL LEADERSHIP

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TFL1	224	1	5	3.66	.832
TFL2	224	1	5	3.66	.703
TFL3	224	1	5	3.73	.642
TFL4	224	1	5	3.70	.633
TFL5	224	1	5	3.71	.691
TFL6	224	1	5	3.64	.695
TFL7	224	1	5	3.55	.732
TFL8	224	1	5	3.31	.837
TFL9	224	1	5	3.47	.739
TFL10	224	1	5	3.78	.677
TFL11	224	1	5	3.27	.788
TFL12	224	1	5	2.92	.857
Valid N (listwise)	224				

3. JOB SATISFACTION

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	224	2	5	3.76	.644
JS2	224	2	5	3.78	.631
JS3	224	2	5	3.87	.621
JS4	224	2	5	3.76	.729
JS5	224	1	5	3.45	.877
JS6	224	1	5	3.66	.848
JS7	224	1	5	3.37	.734
JS8	224	1	5	3.40	.732
JS9	224	1	5	3.22	.766
JS10	224	1	5	3.10	.956
JS11	224	1	5	3.55	.818
JS12	224	1	5	3.64	.757
JS13	224	1	5	3.18	.891
JS14	224	2	5	3.83	.556
JS15	224	1	5	3.79	.968
JS16	224	1	5	3.92	.682
Valid N (listwise)	224				

4. ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OCB1	224	1	5	3.30	.986
OCB2	224	1	5	4.03	.662
OCB3	224	1	5	3.80	.719
OCB4	224	1	5	3.41	1.096
OCB5	224	1	5	3.30	.931
OCB6	224	1	5	3.31	.923
OCB7	224	1	5	3.58	.748
OCB8	224	1	5	3.47	.997
OCB9	224	1	5	4.04	.754
OCB10	224	1	5	4.08	.872
OCB11	224	1	5	3.68	.982
OCB12	224	1	5	3.94	.706
OCB13	224	1	5	3.79	.714
OCB14	224	2	5	3.61	.791
OCB15	224	1	5	3.71	.709
OCB16	224	1	5	3.67	.851
Valid N (listwise)	224				

APPENDIX 5

VALIDITY, REABILITY, AND NORMALITY TESTING

1. VALIDITY TESTING

a. Perceived Organizational Support (POS)

Communalities

	Initial	Extraction
POS1	1.000	.688
POS2	1.000	.771
POS3	1.000	.486
POS4	1.000	.481
POS5	1.000	.513
POS6	1.000	.465
POS7	1.000	.571
POS8	1.000	.371
POS9	1.000	.605
POS10	1.000	.478
POS11	1.000	.515
POS12	1.000	.573

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.840	32.003	32.003	3.840	32.003	32.003
2	1.531	12.757	44.760	1.531	12.757	44.760
3	1.146	9.550	54.310	1.146	9.550	54.310
4	.918	7.647	61.956			
5	.869	7.241	69.198			
6	.771	6.422	75.620			
7	.668	5.564	81.184			
8	.567	4.725	85.909			
9	.519	4.325	90.234			
10	.428	3.566	93.801			
11	.393	3.275	97.075			
12	.351	2.925	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component		
	1	2	3
POS12	.737	-.103	-.137
POS11	.698	-.164	-.014
POS5	.677	-3.6E-005	-.233
POS4	.673	-.166	-.031
POS8	.606	.047	.034
POS7	.596	-.196	-.421
POS10	.576	-.375	-.071
POS9	.311	.713	-.016
POS6	.213	.639	-.107
POS3	.365	.541	-.244
POS2	.516	.240	.669
POS1	.548	-.133	.608

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

b. Transformational Leadership

Communalities

	Initial	Extraction
TFL1	1.000	.524
TFL2	1.000	.731
TFL3	1.000	.741
TFL4	1.000	.605
TFL5	1.000	.582
TFL6	1.000	.578
TFL7	1.000	.702
TFL8	1.000	.616
TFL9	1.000	.672
TFL10	1.000	.703
TFL11	1.000	.459
TFL12	1.000	.855

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.386	44.882	44.882	5.386	44.882	44.882
2	1.320	10.996	55.878	1.320	10.996	55.878
3	1.063	8.855	64.733	1.063	8.855	64.733
4	.803	6.692	71.424			
5	.701	5.838	77.262			
6	.571	4.758	82.020			
7	.482	4.014	86.035			
8	.427	3.562	89.596			
9	.391	3.257	92.853			
10	.314	2.616	95.469			
11	.304	2.537	98.006			
12	.239	1.994	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component		
	1	2	3
TFL10	.827	-.014	-.138
TFL7	.785	.282	-.070
TFL3	.758	-.375	.160
TFL5	.745	.063	-.154
TFL9	.738	.356	-.027
TFL4	.736	-.217	-.126
TFL6	.725	.131	-.187
TFL2	.677	-.519	.062
TFL1	.584	-.373	.210
TFL11	.578	.147	.320
TFL8	.442	.641	-.100
TFL12	.118	.251	.882

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

c. Job Satisfaction

Communalities

	Initial	Extraction
JS1	1.000	.732
JS2	1.000	.617
JS3	1.000	.762
JS4	1.000	.600
JS5	1.000	.727
JS6	1.000	.633
JS7	1.000	.736
JS8	1.000	.657
JS9	1.000	.558
JS10	1.000	.706
JS11	1.000	.675
JS12	1.000	.776
JS13	1.000	.514
JS14	1.000	.583
JS15	1.000	.630
JS16	1.000	.618

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.951	30.943	30.943	4.951	30.943	30.943
2	1.741	10.883	41.826	1.741	10.883	41.826
3	1.352	8.449	50.275	1.352	8.449	50.275
4	1.279	7.995	58.270	1.279	7.995	58.270
5	1.201	7.509	65.779	1.201	7.509	65.779
6	.888	5.549	71.328			
7	.735	4.592	75.921			
8	.685	4.284	80.205			
9	.626	3.915	84.119			
10	.518	3.236	87.355			
11	.437	2.732	90.087			
12	.409	2.558	92.645			
13	.328	2.049	94.694			
14	.316	1.977	96.671			
15	.288	1.801	98.472			
16	.244	1.528	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component				
	1	2	3	4	5
JS1	.828	-.104	.105	-.147	-.046
JS2	.729	-.160	.160	-.156	-.102
JS3	.704	-.078	.122	-.494	-.016
JS6	.668	-.286	-.076	.315	.019
JS7	.659	-.220	.023	.501	.045
JS4	.615	.004	.166	-.441	.007
JS8	.614	-.330	-.319	.019	-.263
JS9	.542	.010	-.350	.190	-.326
JS12	.534	.485	.069	.409	.289
JS14	.455	.275	-.300	-.196	.415
JS11	.479	.600	-.109	.254	.089
JS13	.319	.539	.168	.012	-.305
JS5	.495	-.508	.382	.182	.209
JS15	.356	.480	.324	-.128	-.390
JS10	-.151	.009	.785	.151	.209
JS16	.300	.089	-.198	-.256	.645

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

d. Organizational Citizenship Behavior

Communalities

	Initial	Extraction
OCB1	1.000	.670
OCB2	1.000	.700
OCB3	1.000	.652
OCB4	1.000	.671
OCB5	1.000	.503
OCB6	1.000	.660
OCB7	1.000	.648
OCB8	1.000	.601
OCB9	1.000	.701
OCB10	1.000	.662
OCB11	1.000	.660
OCB12	1.000	.669
OCB13	1.000	.750
OCB14	1.000	.692
OCB15	1.000	.594
OCB16	1.000	.675

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.232	20.198	20.198	3.232	20.198	20.198
2	2.318	14.487	34.685	2.318	14.487	34.685
3	1.525	9.530	44.215	1.525	9.530	44.215
4	1.314	8.215	52.430	1.314	8.215	52.430
5	1.114	6.964	59.394	1.114	6.964	59.394
6	1.006	6.289	65.683	1.006	6.289	65.683
7	.780	4.878	70.561			
8	.717	4.484	75.045			
9	.666	4.159	79.204			
10	.634	3.964	83.168			
11	.563	3.521	86.689			
12	.505	3.157	89.847			
13	.497	3.109	92.956			
14	.449	2.804	95.760			
15	.361	2.256	98.016			
16	.317	1.984	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component					
	1	2	3	4	5	6
OCB12	.680	-.078	-.214	-.383	-.053	-.076
OCB15	.655	-.044	-.125	-.367	.010	-.110
OCB13	.596	-.041	-.153	-.547	-.218	.150
OCB6	.532	-.448	.333	-.013	.100	-.236
OCB8	.247	.632	-.214	-.093	.227	-.189
OCB10	.414	.621	-.195	.155	.021	-.206
OCB5	.321	-.601	-.096	.158	-.064	-.012
OCB4	-.086	.544	.389	-.219	.410	-.012
OCB9	.435	.538	-.139	.352	-.171	-.224
OCB2	.313	.369	.641	.025	.080	.220
OCB3	.465	-.165	.618	.121	.035	.099
OCB11	.393	.103	-.223	.579	-.215	.253
OCB1	.361	-.285	-.147	.190	.633	.017
OCB16	.320	-.157	-.362	.160	.518	.351
OCB14	.504	.222	.111	.038	-.257	.556
OCB7	.464	-.217	.240	.301	-.106	-.475

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

2. REABILITY TESTING

a. Perceived Organizational Support (POS)

Case Processing Summary

		N	%
Cases	Valid	224	100.0
	Excluded ^a	0	.0
	Total	224	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.779	12

b. Transformational Leadership

Case Processing Summary

		N	%
Cases	Valid	224	100.0
	Excluded ^a	0	.0
	Total	224	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	10

c. Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	224	100.0
	Excluded ^a	0	.0
	Total	224	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	11

d. Organizational Citizenship Behavior

Case Processing Summary

		N	%
Cases	Valid	224	100.0
	Excluded ^a	0	.0
	Total	224	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.626	12

3. NORMALITY TESTING

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		224
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.96078500
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.031
Kolmogorov-Smirnov Z		.860
Asymp. Sig. (2-tailed)		.451

a. Test distribution is Normal.

b. Calculated from data.

APPENDIX 6

STRUCTURAL EQUATION MODEL

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 1035
 Number of distinct parameters to be estimated: 128
 Degrees of freedom (1035 - 128): 907

Result (Default model)

Minimum was achieved
 Chi-square = 1763.560
 Degrees of freedom = 907
 Probability level = .000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	128	1763.560	907	.000	1.944
Saturated model	1035	.000	0		
Independence model	45	4966.950	990	.000	5.017

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.056	.753	.718	.660
Saturated model	.000	1.000		
Independence model	.133	.291	.259	.278

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.645	.612	.789	.765	.785
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.916	.591	.719
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	856.560	741.342	979.548
Saturated model	.000	.000	.000
Independence model	3976.950	3760.558	4200.710

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	7.908	3.841	3.324	4.393
Saturated model	.000	.000	.000	.000
Independence model	22.273	17.834	16.863	18.837

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.065	.061	.070	.000
Independence model	.134	.131	.138	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2019.560	2086.091	2456.250	2584.250
Saturated model	2070.000	2607.966	5601.054	6636.054
Independence model	5056.950	5080.339	5210.474	5255.474

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	9.056	8.540	9.608	9.355
Saturated model	9.283	9.283	9.283	11.695
Independence model	22.677	21.707	23.680	22.782

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	124	128
Independence model	48	50

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
JS	<---	POS	.280	.087	3.223	.001	par_43
JS	<---	TFL	.101	.058	1.739	.082	par_44
OCB	<---	POS	-.074	.075	-.991	.322	par_45
OCB	<---	TFL	.007	.059	.113	.910	par_46
OCB	<---	JS	.540	.276	1.959	.050	par_47
POS12	<---	POS	1.000				
POS11	<---	POS	.862	.090	9.600	***	par_1
POS10	<---	POS	.707	.102	6.902	***	par_2
POS9	<---	POS	.398	.127	3.133	.002	par_3
POS8	<---	POS	.727	.098	7.438	***	par_4
POS7	<---	POS	.769	.110	6.988	***	par_5
POS6	<---	POS	.279	.131	2.133	.033	par_6
POS5	<---	POS	.978	.123	7.957	***	par_7
POS4	<---	POS	.971	.120	8.062	***	par_8
POS3	<---	POS	.539	.140	3.864	***	par_9
POS2	<---	POS	.607	.106	5.749	***	par_10
POS1	<---	POS	.609	.100	6.071	***	par_11
TFL1	<---	TFL	1.000				
TFL2	<---	TFL	1.019	.132	7.721	***	par_12
TFL3	<---	TFL	1.071	.152	7.069	***	par_13
TFL4	<---	TFL	1.105	.153	7.232	***	par_14
TFL5	<---	TFL	1.187	.165	7.174	***	par_15
TFL6	<---	TFL	1.195	.166	7.178	***	par_16
TFL7	<---	TFL	1.260	.176	7.173	***	par_17
TFL9	<---	TFL	1.195	.172	6.953	***	par_18
TFL10	<---	TFL	1.352	.176	7.670	***	par_19
TFL11	<---	TFL	.964	.163	5.904	***	par_20
JS13	<---	JS	1.000				
JS12	<---	JS	1.670	.490	3.409	***	par_21
JS11	<---	JS	1.352	.432	3.129	.002	par_22
JS9	<---	JS	1.775	.517	3.431	***	par_23
JS8	<---	JS	1.900	.541	3.513	***	par_24
JS7	<---	JS	2.213	.616	3.592	***	par_25
JS6	<---	JS	2.348	.662	3.547	***	par_26
JS4	<---	JS	1.667	.487	3.421	***	par_27
JS3	<---	JS	1.341	.396	3.388	***	par_28

			Estimate	S.E.	C.R.	P	Label
JS2	<---	JS	1.635	.466	3.507	***	par_29
JS1	<---	JS	1.976	.548	3.606	***	par_30
OCB16	<---	OCB	1.000				
OCB15	<---	OCB	2.403	.811	2.963	.003	par_31
OCB13	<---	OCB	1.929	.675	2.858	.004	par_32
OCB12	<---	OCB	2.274	.773	2.942	.003	par_33
OCB10	<---	OCB	1.383	.553	2.499	.012	par_34
OCB9	<---	OCB	.925	.414	2.233	.026	par_35
OCB8	<---	OCB	1.124	.527	2.131	.033	par_36
OCB6	<---	OCB	2.092	.751	2.785	.005	par_37
OCB4	<---	OCB	-.144	.425	-.339	.735	par_38
OCB3	<---	OCB	.996	.421	2.366	.018	par_39
OCB2	<---	OCB	.665	.331	2.012	.044	par_40
OCB1	<---	OCB	1.233	.465	2.651	.008	par_41

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
JS	<---	POS	.676
JS	<---	TFL	.182
OCB	<---	POS	-.206
OCB	<---	TFL	.014
OCB	<---	JS	.618
POS12	<---	POS	.675
POS11	<---	POS	.633
POS10	<---	POS	.525
POS9	<---	POS	.230
POS8	<---	POS	.570
POS7	<---	POS	.538
POS6	<---	POS	.155
POS5	<---	POS	.619
POS4	<---	POS	.625
POS3	<---	POS	.284
POS2	<---	POS	.433
POS1	<---	POS	.457
TFL1	<---	TFL	.503
TFL2	<---	TFL	.619
TFL3	<---	TFL	.699
TFL4	<---	TFL	.731
TFL5	<---	TFL	.719
TFL6	<---	TFL	.720
TFL7	<---	TFL	.721
TFL9	<---	TFL	.679

	Estimate
TFL10 <--- TFL	.836
TFL11 <--- TFL	.512
JS13 <--- JS	.261
JS12 <--- JS	.519
JS11 <--- JS	.383
JS9 <--- JS	.536
JS8 <--- JS	.604
JS7 <--- JS	.701
JS6 <--- JS	.642
JS4 <--- JS	.531
JS3 <--- JS	.513
JS2 <--- JS	.601
JS1 <--- JS	.712
OCB16 <--- OCB	.238
OCB15 <--- OCB	.687
OCB13 <--- OCB	.547
OCB12 <--- OCB	.653
OCB10 <--- OCB	.324
OCB9 <--- OCB	.249
OCB8 <--- OCB	.231
OCB6 <--- OCB	.463
OCB4 <--- OCB	-.027
OCB3 <--- OCB	.283
OCB2 <--- OCB	.204
OCB1 <--- OCB	.253

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
POS <--> TFL	.159	.031	5.175	***	par_42
e12 <--> e11	.095	.030	3.165	.002	par_48
e9 <--> e6	.224	.063	3.579	***	par_49
e9 <--> e3	.242	.065	3.717	***	par_50
e7 <--> e5	.091	.036	2.526	.012	par_51
e7 <--> e2	-.080	.031	-2.602	.009	par_52
e2 <--> e1	.154	.035	4.444	***	par_53
e13 <--> e14	.108	.026	4.230	***	par_54
e14 <--> e15	.101	.019	5.287	***	par_55
e14 <--> e20	-.046	.017	-2.650	.008	par_56
e19 <--> e20	.060	.021	2.813	.005	par_57
e32 <--> e31	.245	.038	6.419	***	par_58
e32 <--> e29	-.071	.022	-3.183	.001	par_59
e30 <--> e29	.080	.029	2.811	.005	par_60

		Estimate	S.E.	C.R.	P	Label
e30	<--> e24	-.051	.020	-2.582	.010	par_61
e28	<--> e27	.093	.029	3.188	.001	par_62
e28	<--> e26	-.076	.023	-3.272	.001	par_63
e28	<--> e25	-.031	.017	-1.800	.072	par_64
e26	<--> e25	.142	.023	6.162	***	par_65
e25	<--> e24	.086	.018	4.688	***	par_66
e25	<--> e23	.075	.017	4.383	***	par_67
e24	<--> e23	.092	.020	4.632	***	par_68
e45	<--> e34	.209	.056	3.732	***	par_69
e43	<--> e42	.102	.032	3.169	.002	par_70
e41	<--> e40	.280	.046	6.099	***	par_71
e41	<--> e39	.286	.057	4.986	***	par_72
e41	<--> e38	-.141	.041	-3.470	***	par_73
e40	<--> e39	.190	.049	3.876	***	par_74
e39	<--> e38	-.144	.051	-2.845	.004	par_75
e39	<--> e37	.156	.061	2.568	.010	par_76
e38	<--> e36	.151	.039	3.888	***	par_77
e37	<--> e35	.240	.047	5.123	***	par_78
e36	<--> e35	.141	.029	4.911	***	par_79

Correlations: (Group number 1 - Default model)

	Estimate
POS <--> TFL	.681
e12 <--> e11	.265
e9 <--> e6	.240
e9 <--> e3	.253
e7 <--> e5	.194
e7 <--> e2	-.169
e2 <--> e1	.331
e13 <--> e14	.279
e14 <--> e15	.406
e14 <--> e20	-.158
e19 <--> e20	.219
e32 <--> e31	.509
e32 <--> e29	-.192
e30 <--> e29	.214
e30 <--> e24	-.156
e28 <--> e27	.277
e28 <--> e26	-.236
e28 <--> e25	-.116
e26 <--> e25	.444
e25 <--> e24	.328

	Estimate
e25 <--> e23	.321
e24 <--> e23	.403
e45 <--> e34	.266
e43 <--> e42	.320
e41 <--> e40	.472
e41 <--> e39	.367
e41 <--> e38	-.213
e40 <--> e39	.273
e39 <--> e38	-.186
e39 <--> e37	.150
e38 <--> e36	.272
e37 <--> e35	.342
e36 <--> e35	.320

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
POS	.312	.059	5.296	***	par_80
TFL	.175	.045	3.844	***	par_81
e70	.018	.010	1.778	.075	par_82
e80	.032	.021	1.524	.127	par_83
e12	.372	.042	8.875	***	par_84
e11	.347	.038	9.180	***	par_85
e10	.411	.042	9.853	***	par_86
e9	.888	.085	10.499	***	par_87
e8	.342	.035	9.662	***	par_88
e7	.455	.047	9.716	***	par_89
e6	.981	.093	10.514	***	par_90
e5	.480	.051	9.328	***	par_91
e4	.459	.049	9.360	***	par_92
e3	1.032	.099	10.396	***	par_93
e2	.498	.049	10.111	***	par_94
e1	.438	.044	10.052	***	par_95
e13	.515	.051	10.186	***	par_96
e14	.292	.029	10.028	***	par_97
e15	.210	.022	9.504	***	par_98
e16	.185	.020	9.304	***	par_99
e17	.229	.024	9.390	***	par_100
e18	.231	.025	9.385	***	par_101
e19	.256	.028	9.301	***	par_102
e20	.292	.031	9.552	***	par_103
e21	.137	.017	8.011	***	par_104
e22	.456	.045	10.174	***	par_105

	Estimate	S.E.	C.R.	P	Label
e33	.736	.071	10.437	***	par_106
e32	.406	.041	9.912	***	par_107
e31	.569	.055	10.252	***	par_108
e30	.419	.043	9.786	***	par_109
e29	.337	.036	9.472	***	par_110
e28	.271	.032	8.551	***	par_111
e27	.421	.046	9.154	***	par_112
e26	.380	.039	9.780	***	par_113
e25	.270	.026	10.191	***	par_114
e24	.254	.027	9.452	***	par_115
e23	.203	.023	8.722	***	par_116
e45	.680	.066	10.320	***	par_117
e44	.264	.039	6.824	***	par_118
e43	.356	.042	8.429	***	par_119
e42	.285	.039	7.275	***	par_120
e41	.665	.066	10.064	***	par_121
e40	.530	.052	10.280	***	par_122
e39	.915	.088	10.352	***	par_123
e38	.657	.070	9.411	***	par_124
e37	1.181	.112	10.592	***	par_125
e36	.466	.045	10.312	***	par_126
e35	.416	.040	10.527	***	par_127
e34	.906	.088	10.286	***	par_128

Matrices (Group number 1 - Default model)

Total Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.101	.280	.000	.000
OCB	.061	.077	.540	.000
OCB1	.075	.095	.666	1.233
OCB2	.041	.051	.359	.665
OCB3	.061	.077	.538	.996
OCB4	-.009	-.011	-.078	-.144
OCB6	.128	.161	1.129	2.092
OCB8	.069	.086	.607	1.124
OCB9	.057	.071	.500	.925
OCB10	.085	.106	.747	1.383
OCB12	.139	.175	1.227	2.274
OCB13	.118	.148	1.041	1.929
OCB15	.147	.185	1.297	2.403
OCB16	.061	.077	.540	1.000

	TFL	POS	JS	OCB
JS1	.199	.554	1.976	.000
JS2	.165	.458	1.635	.000
JS3	.135	.376	1.341	.000
JS4	.168	.467	1.667	.000
JS6	.237	.658	2.348	.000
JS7	.223	.620	2.213	.000
JS8	.192	.532	1.900	.000
JS9	.179	.497	1.775	.000
JS11	.136	.379	1.352	.000
JS12	.168	.468	1.670	.000
JS13	.101	.280	1.000	.000
TFL11	.964	.000	.000	.000
TFL10	1.352	.000	.000	.000
TFL9	1.195	.000	.000	.000
TFL7	1.260	.000	.000	.000
TFL6	1.195	.000	.000	.000
TFL5	1.187	.000	.000	.000
TFL4	1.105	.000	.000	.000
TFL3	1.071	.000	.000	.000
TFL2	1.019	.000	.000	.000
TFL1	1.000	.000	.000	.000
POS1	.000	.609	.000	.000
POS2	.000	.607	.000	.000
POS3	.000	.539	.000	.000
POS4	.000	.971	.000	.000
POS5	.000	.978	.000	.000
POS6	.000	.279	.000	.000
POS7	.000	.769	.000	.000
POS8	.000	.727	.000	.000
POS9	.000	.398	.000	.000
POS10	.000	.707	.000	.000
POS11	.000	.862	.000	.000
POS12	.000	1.000	.000	.000

Standardized Total Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.182	.676	.000	.000
OCB	.126	.212	.618	.000
OCB1	.032	.054	.157	.253
OCB2	.026	.043	.126	.204
OCB3	.036	.060	.175	.283
OCB4	-.003	-.006	-.017	-.027

	TFL	POS	JS	OCB
OCB6	.058	.098	.286	.463
OCB8	.029	.049	.143	.231
OCB9	.031	.053	.154	.249
OCB10	.041	.069	.201	.324
OCB12	.082	.139	.404	.653
OCB13	.069	.116	.338	.547
OCB15	.087	.146	.425	.687
OCB16	.030	.051	.147	.238
JS1	.130	.481	.712	.000
JS2	.109	.406	.601	.000
JS3	.093	.347	.513	.000
JS4	.097	.359	.531	.000
JS6	.117	.434	.642	.000
JS7	.128	.474	.701	.000
JS8	.110	.408	.604	.000
JS9	.098	.362	.536	.000
JS11	.070	.259	.383	.000
JS12	.094	.351	.519	.000
JS13	.047	.176	.261	.000
TFL11	.512	.000	.000	.000
TFL10	.836	.000	.000	.000
TFL9	.679	.000	.000	.000
TFL7	.721	.000	.000	.000
TFL6	.720	.000	.000	.000
TFL5	.719	.000	.000	.000
TFL4	.731	.000	.000	.000
TFL3	.699	.000	.000	.000
TFL2	.619	.000	.000	.000
TFL1	.503	.000	.000	.000
POS1	.000	.457	.000	.000
POS2	.000	.433	.000	.000
POS3	.000	.284	.000	.000
POS4	.000	.625	.000	.000
POS5	.000	.619	.000	.000
POS6	.000	.155	.000	.000
POS7	.000	.538	.000	.000
POS8	.000	.570	.000	.000
POS9	.000	.230	.000	.000
POS10	.000	.525	.000	.000
POS11	.000	.633	.000	.000
POS12	.000	.675	.000	.000

Direct Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.101	.280	.000	.000
OCB	.007	-.074	.540	.000
OCB1	.000	.000	.000	1.233
OCB2	.000	.000	.000	.665
OCB3	.000	.000	.000	.996
OCB4	.000	.000	.000	-.144
OCB6	.000	.000	.000	2.092
OCB8	.000	.000	.000	1.124
OCB9	.000	.000	.000	.925
OCB10	.000	.000	.000	1.383
OCB12	.000	.000	.000	2.274
OCB13	.000	.000	.000	1.929
OCB15	.000	.000	.000	2.403
OCB16	.000	.000	.000	1.000
JS1	.000	.000	1.976	.000
JS2	.000	.000	1.635	.000
JS3	.000	.000	1.341	.000
JS4	.000	.000	1.667	.000
JS6	.000	.000	2.348	.000
JS7	.000	.000	2.213	.000
JS8	.000	.000	1.900	.000
JS9	.000	.000	1.775	.000
JS11	.000	.000	1.352	.000
JS12	.000	.000	1.670	.000
JS13	.000	.000	1.000	.000
TFL11	.964	.000	.000	.000
TFL10	1.352	.000	.000	.000
TFL9	1.195	.000	.000	.000
TFL7	1.260	.000	.000	.000
TFL6	1.195	.000	.000	.000
TFL5	1.187	.000	.000	.000
TFL4	1.105	.000	.000	.000
TFL3	1.071	.000	.000	.000
TFL2	1.019	.000	.000	.000
TFL1	1.000	.000	.000	.000
POS1	.000	.609	.000	.000
POS2	.000	.607	.000	.000
POS3	.000	.539	.000	.000
POS4	.000	.971	.000	.000
POS5	.000	.978	.000	.000
POS6	.000	.279	.000	.000
POS7	.000	.769	.000	.000

	TFL	POS	JS	OCB
POS8	.000	.727	.000	.000
POS9	.000	.398	.000	.000
POS10	.000	.707	.000	.000
POS11	.000	.862	.000	.000
POS12	.000	1.000	.000	.000

Standardized Direct Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.182	.676	.000	.000
OCB	.014	-.206	.618	.000
OCB1	.000	.000	.000	.253
OCB2	.000	.000	.000	.204
OCB3	.000	.000	.000	.283
OCB4	.000	.000	.000	-.027
OCB6	.000	.000	.000	.463
OCB8	.000	.000	.000	.231
OCB9	.000	.000	.000	.249
OCB10	.000	.000	.000	.324
OCB12	.000	.000	.000	.653
OCB13	.000	.000	.000	.547
OCB15	.000	.000	.000	.687
OCB16	.000	.000	.000	.238
JS1	.000	.000	.712	.000
JS2	.000	.000	.601	.000
JS3	.000	.000	.513	.000
JS4	.000	.000	.531	.000
JS6	.000	.000	.642	.000
JS7	.000	.000	.701	.000
JS8	.000	.000	.604	.000
JS9	.000	.000	.536	.000
JS11	.000	.000	.383	.000
JS12	.000	.000	.519	.000
JS13	.000	.000	.261	.000
TFL11	.512	.000	.000	.000
TFL10	.836	.000	.000	.000
TFL9	.679	.000	.000	.000
TFL7	.721	.000	.000	.000
TFL6	.720	.000	.000	.000
TFL5	.719	.000	.000	.000
TFL4	.731	.000	.000	.000
TFL3	.699	.000	.000	.000
TFL2	.619	.000	.000	.000

TFL1	.503	.000	.000	.000
POS1	.000	.457	.000	.000
POS2	.000	.433	.000	.000
POS3	.000	.284	.000	.000
POS4	.000	.625	.000	.000
POS5	.000	.619	.000	.000
POS6	.000	.155	.000	.000
POS7	.000	.538	.000	.000
POS8	.000	.570	.000	.000
POS9	.000	.230	.000	.000
POS10	.000	.525	.000	.000
POS11	.000	.633	.000	.000
POS12	.000	.675	.000	.000

Indirect Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.000	.000	.000	.000
OCB	.054	.151	.000	.000
OCB1	.075	.095	.666	.000
OCB2	.041	.051	.359	.000
OCB3	.061	.077	.538	.000
OCB4	-.009	-.011	-.078	.000
OCB6	.128	.161	1.129	.000
OCB8	.069	.086	.607	.000
OCB9	.057	.071	.500	.000
OCB10	.085	.106	.747	.000
OCB12	.139	.175	1.227	.000
OCB13	.118	.148	1.041	.000
OCB15	.147	.185	1.297	.000
OCB16	.061	.077	.540	.000
JS1	.199	.554	.000	.000
JS2	.165	.458	.000	.000
JS3	.135	.376	.000	.000
JS4	.168	.467	.000	.000
JS6	.237	.658	.000	.000
JS7	.223	.620	.000	.000
JS8	.192	.532	.000	.000
JS9	.179	.497	.000	.000
JS11	.136	.379	.000	.000
JS12	.168	.468	.000	.000
JS13	.101	.280	.000	.000
TFL11	.000	.000	.000	.000
TFL10	.000	.000	.000	.000
TFL9	.000	.000	.000	.000

	TFL	POS	JS	OCB
TFL7	.000	.000	.000	.000
TFL6	.000	.000	.000	.000
TFL5	.000	.000	.000	.000
TFL4	.000	.000	.000	.000
TFL3	.000	.000	.000	.000
TFL2	.000	.000	.000	.000
TFL1	.000	.000	.000	.000
POS1	.000	.000	.000	.000
POS2	.000	.000	.000	.000
POS3	.000	.000	.000	.000
POS4	.000	.000	.000	.000
POS5	.000	.000	.000	.000
POS6	.000	.000	.000	.000
POS7	.000	.000	.000	.000
POS8	.000	.000	.000	.000
POS9	.000	.000	.000	.000
POS10	.000	.000	.000	.000
POS11	.000	.000	.000	.000
POS12	.000	.000	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	TFL	POS	JS	OCB
JS	.000	.000	.000	.000
OCB	.112	.418	.000	.000
OCB1	.032	.054	.157	.000
OCB2	.026	.043	.126	.000
OCB3	.036	.060	.175	.000
OCB4	-.003	-.006	-.017	.000
OCB6	.058	.098	.286	.000
OCB8	.029	.049	.143	.000
OCB9	.031	.053	.154	.000
OCB10	.041	.069	.201	.000
OCB12	.082	.139	.404	.000
OCB13	.069	.116	.338	.000
OCB15	.087	.146	.425	.000
OCB16	.030	.051	.147	.000
JS1	.130	.481	.000	.000
JS2	.109	.406	.000	.000
JS3	.093	.347	.000	.000
JS4	.097	.359	.000	.000
JS6	.117	.434	.000	.000
JS7	.128	.474	.000	.000

121	.158	.134	.000	.000
120	.115	.134	.000	.000
124	.001	.120	.000	.000
123	.005	.141	.000	.000
125	.100	.100	.000	.000
121	.130	.121	.000	.000
OCB10	.030	.021	.141	.000
OCB12	.031	.140	.152	.000
OCB13	.000	.110	.130	.000
OCB15	.085	.130	.104	.000
OCB10	.041	.000	.301	.000
OCB0	.031	.022	.124	.000
OCB8	.050	.040	.142	.000
OCB0	.028	.000	.300	.000
OCB4	.003	.000	.101	.000
OCB3	.030	.000	.132	.000
OCB5	.050	.040	.150	.000
OCB1	.035	.024	.121	.000
OCB	.115	.118	.000	.000
12	.000	.000	.000	.000
	JLI	PO2	12	OCB

(bottom third) Indirect Effects (Group number 1 - 10-1000 model)

BO215	.000	.000	.000	.000
BO211	.000	.000	.000	.000
BO210	.000	.000	.000	.000
BO20	.000	.000	.000	.000
BO28	.000	.000	.000	.000
BO21	.000	.000	.000	.000
BO20	.000	.000	.000	.000
BO22	.000	.000	.000	.000
BO24	.000	.000	.000	.000
BO23	.000	.000	.000	.000
BO2	.000	.000	.000	.000
BO21	.000	.000	.000	.000
JLI1	.000	.000	.000	.000
JLI3	.000	.000	.000	.000
JLI3	.000	.000	.000	.000
JLI4	.000	.000	.000	.000
JLI2	.000	.000	.000	.000
JLI0	.000	.000	.000	.000
JLI1	.000	.000	.000	.000
	JLI	PO2	12	OCB

	TFL	POS	JS	OCB
JS8	.110	.408	.000	.000
JS9	.098	.362	.000	.000
JS11	.070	.259	.000	.000
JS12	.094	.351	.000	.000
JS13	.047	.176	.000	.000
TFL11	.000	.000	.000	.000
TFL10	.000	.000	.000	.000
TFL9	.000	.000	.000	.000
TFL7	.000	.000	.000	.000
TFL6	.000	.000	.000	.000
TFL5	.000	.000	.000	.000
TFL4	.000	.000	.000	.000
TFL3	.000	.000	.000	.000
TFL2	.000	.000	.000	.000
TFL1	.000	.000	.000	.000
POS1	.000	.000	.000	.000
POS2	.000	.000	.000	.000
POS3	.000	.000	.000	.000
POS4	.000	.000	.000	.000
POS5	.000	.000	.000	.000
POS6	.000	.000	.000	.000
POS7	.000	.000	.000	.000
POS8	.000	.000	.000	.000
POS9	.000	.000	.000	.000
POS10	.000	.000	.000	.000
POS11	.000	.000	.000	.000
POS12	.000	.000	.000	.000

