



## **Mediating Role of Affective Commitment among Subjective well-being, Leadership Style and Organizational Citizenship Behavior**

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### **Abstract**

*The purpose of this study was to explore the role of Affective Commitment (AC) as a mediating variable in encouraging organizational citizenship behavior in Private Universities in Central Java, Indonesia. The study explains whether Affective Commitment (AC) is able to mediate the relationship between Leadership Style (LS) and Subjective Well-being (SWB) with Organizational Citizenship Behavior (OCB). The sample in this study is permanent staff and lecturers who work in Private Universities in Central Java. Data from 124 respondents were collected by utilizing the questionnaire. The sample used in this study is 150 respondents. It was taken by applying proportional random sampling. Only the 150 questionnaires distributed, 124 were returned, for a response rate of 82%. After processing and modifying the data, only 124 respondents used as the main resources analyzed by using Structural Equation Model (SEM). Statistical analysis reveals that there exists significant relationship between Subjective well-being, Leadership Style, and Organizational Citizenship Behavior; likewise, Affective commitment mediates the relationship between Subjective well-being, Leadership Style, and Organizational Citizenship Behavior. Limitations and future implementations of this research are also discussed*

**Keywords:** *Subjective well-being; Leadership Style; Affective Commitment; Organizational Citizenship Behavior*

### **INTRODUCTION**

The Private Higher Education should realize the importance of their employees, which in the next stage will form a power to achieve the stated organizational goals. Besides, during work it is expected that employees can take advantage of the skills, experience and knowledge they have, and have a

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high sense of love for the organization, behave and acting in accordance with the deepest conscience. This occurs when employees are able to demonstrate organizational citizenship with all their heart and this is the key to achieving organizational goals. When employees behave voluntarily in their actual work outside the concept of their duty to serve customers, the competitiveness of the organization will increase. Yildiz (2016) states that having a higher number of employees with OCB contribute significantly to organizational communication and functioning. With the recognition that human resources are the most important capital for organizations, OCB has become a major issue emphasized by managers in organizations (Yılmaz, 2007).

The concept of organizational citizenship behavior (OCB) has achieved significant academic attention since its first evolution few decades ago. OCB is widely desirable, thus organizations strive to achieve it due to its importance in enhancing organizational effectiveness. But, OCB has not yet developed enough to be formal behavior to be officially rewarded.

According to Chompoukum, (2004) argues that in academic circles the organizational citizenship behavior is likely to be valued not greater than t required work behavior to increase motivation can be done through an intrinsic mechanism of reward. For an educator in general the intrinsic rewards OCB still seems prominent enough and considered important. This is due to the nature of the work of educators having high stress levels while the intrinsic rewards received are low. When citizenship behavior is shown by the educator, it will automatically increase the efficiency of the organization.

Eturk (2006) states that teaching assignments carried out by academics require professional requirements because of the nature of complex teaching work. Academics are seen as professionals because an academicians has sacrificed a lot of time and other sacrifices in order to master a good learning model. MacFarlane (2007) in his study observed that among academics in office promotion it turned out that most universities did not place academic OCB factors as an element of the required criteria. Based on the interviews, results were obtained that the decisive factor in promotion was how much their contribution in the field of research and publication of scientific papers and the amount of grants that could be obtained and very few universities that explicitly placed the requirements for OCB service contributions.

The literature review shows that there are many studies observing the influence of leadership styles (LS) and subjective well-being (SWB) on Organizational Citizenship Behavior (OCB) employees in various organizations. However, not much research has been done on the subject of academics at private universities. The main purpose of the present study is to reveal the influence of JS, SWB and LS (independent variable) on OCB (dependent variable), and contribute to the related literature on Higher Education with a new study perspective. Considering its scope and research method, it can be said that the present study is original and significant. The important conclusion of this research seems to be possible as the initial capital outlining universities needs to increase employee OCB activities, which in research while researching and not as an important consideration.

Another study by Gülseren Yurcu and Zeki Akinci (2017) showed that Organizational Citizenship Behavior and its sub-dimensions correlate positively with job satisfaction and subjective well-being and influence them positively. It was also found that job satisfaction mediates the relationship between organizational citizenship behavior and subjective well-being. A study by Mert (2016) found that subjective well-being positively influences OCB at both the individual and organization level.

There are a few studies, which conclude that there is no relationship between Subjective well-being (SWB) and Organizational Citizenship Behavior. For example, it has been reported that Subjective well-being (SWB) is not a predictor of Organizational Citizenship Behavior (Moorman *et al.*, 2009). Similarly, Farh (2016) has demonstrated that Subjective well-being (SWB) has no relationship with Organizational Citizenship Behavior.

The importance of this study stems from the importance of OCB and its great impact on the effectiveness of organizational performance and success and its role in enhancing organizational ability to adapt to environmental changes.

## REVIEW OF LITERATURE

### Organizational Citizenship Behavior (OCB)

Smith, Organ, and Near (1983) for the first time they introduced the concept of OCB which then interpreted an individual's effort to behave voluntarily in an organization that was not driven by the required responsibilities. Robbins

& Judge, (2007) argue, OCB is one kind of behavior that is discretionary and freely elective, and isn't regarded as formal job requirement, but contributes evenly to the organizational effectiveness. Sinha (2008) defines OCB as a sense of responsibility towards the organization, and doing what so ever to make positive synergy with it. OCB also intends to magnify individual roles and encourage people to assist and offer support to others so as to strengthen emotional ties among people. In addition, Organ, (1997) proposes an applicable definition pertinent to OCB according to changes in the business environment, and the need to redefine the OCB concept from time to time. He sees OCB as an individual discretionary behavior, not officially valued by the pay system of the firm, but as a whole enhances the effectiveness of the firm. While Spector (1997) states that OCB, as an individual behavior, aims at helping peers and superiors in their jobs and encompasses additional and voluntary work that is beyond an employee's job description. It can be seen that according to this definition of OCB, most of the emphasis is placed on the concept of volunteering (Greenberg & Baron, 2000).

Nevertheless, a context with abundant positive behavior can be expected to be able to produce a positive attitude that can ultimately lead to a level of happiness enjoyed in a more increasing category (Borgonovi, 2008). COB can be seen if employees are able to take actions that are not endanger the organizational structure and bias also in the form of high participation in an organization where he is (Karaman & Aylan, 2012). Ölçüm, (2004) states that OCB can be said to be a behavior that is considered to be able to bring success that is expected in an organization, which aims to avoid undesirable and dangerous actions for the organization and is useful for efforts to increase productivity through increasing employee proficiency and skill.

In its wider definition, OCB can be described as a sort of pro-social behavior that benefits organizations and their employees (Dovidio at al., 2006). Dennis Organ (1988) defines the concept of OCB which has then been widely accepted through five different constructs: Altruism, politeness, awareness, politeness and civilian virtue. In the next stage, the OCB dimension can vary depending on many factors such as employee character, type of work, leader and organization (Podsakoff at al., 2000). May-Chiun Lo et al., (2009) states that for an organization it is very important to understand how OCB's behavior is able to work especially when facing pressure in the economic field so that it

can be justified if it has to downsize. The latest OCB research in management shows a drastic and widespread growth such as leadership, human resource management, and strategic management. Bhal, (2006) shows that in relation to the successful achievement of organizational behavioral goals OCB has been able to make a positive contribution that can be seen in service quality, job involvement, organizational commitment and leader-member exchange. Organ (1988) reveals because OCB behavior is an act of performance work performed outside the stated requirements of the work it can be expressed as extra-role behavior. Employees carry out activities that pass the contract they sign when entering into an organization and they are willing to do actual work not required by not expecting pengakauan or compensation (Organ, 1988). This is an indication that there is significant support from leaders to employees is the strongest predictor of OCB behavior (Lepine et al., 2002). Aquino and Bommer, (2003) stated that in a work unit OCB behavior has been shown to be able to increase meaningful social appeal.

A study by Weikamp and Göritz (2016) found that individuals exhibiting OCB are more content with their job. In their study, Baranik and Eby (2016) indicated that OCB is related with satisfaction with life and SWB.

### **Subjective well-being (SWB)**

Few people doubt that happiness is a very important factor. In the development of scientific disciplines there has been a growing consensus that has also been widely reported about how life works, they are also able to present important information about the underlying emotional condition, then these conditions and facts are able to measure and encourage something good referred to as SWB.

SWB shows personal experiences and perceptions that are the result of a positive and negative overall emotional response and is a domain of cognitive evaluation specifically towards satisfaction in a life. Diener (2006) mentions SWB as a general term for various evaluations made by people, both positive and negative influences, that people make regarding their lives including evaluations of life satisfaction, engagement, and affect.



The scientific term “subjective well-being” introduced by Diener (1984) is often used interchangeably with, or in order to avoid the ambiguous meaning of, the term “happiness.” Wilson’s (1967) review, investigations into SWB have broadened and evolved to include not only the correlates and demographic characteristics of happiness but also the underlying processes, interactions between internal and external circumstances, and causal pathways through which personal and environmental factors effect and influence how individuals perceive their lives.

Andrews & Withey (1976) revealed three components of SWB including: life satisfaction, positive and negative influences. For individuals it can be said to have a high SWB if he feels life satisfaction and feels positive influences such as high optimism, feels excitement and rarely feels a negative influence like anger, and sadness. Otherwise an individual is said to have a low SWB when they feel dissatisfied in their lives, feel a little happiness, and often feel they have negative emotions such as anger, and anger (Diener et al., 1997).

SWB is a self-assessment of the significance of one’s life based on evaluating one’s own life from various perspectives (Diener et al., 2003; Mackie & Stone, 2013). In this case, SWB is interpreted if in the individual there are positive factors that are interrelated and there are very few negative factors. All of this in its direction will lead to an individual’s life satisfaction (Meyers & Diener, 1995).

The SWB condition reflects a broader state of well-being experienced by individuals rather than momentary happiness or well-being (Uçan & Esen, 2015). In general, SWB is defined as an action that views one’s life as a positive thing. In the life of an individual positive feelings will give birth to positive emotions, such as satisfaction, significance of self-determination, and attachment (Diener & Seligman, 2004). Viewed from the perspective of the desired goal, SWB is also important, namely to know the extent of individual achievement, ability to achieve life satisfaction and the ability to cope with daily life, (Lyubomirsky et al., 2005). The benefits of individuals who have a higher SWB level are long and healthy life, high productivity, good income, organizational behavior, individual behavior, and positive social behavior (World Happiness Report, 2013).

While for individuals excitement, trust, interest, ambition, physical health implies positive emotions; whereas dislike, fear, anger, stress, sadness, guilt, and

hatred reflect negative ones (Ben-Zur, 2003). Thus we can say that SWB makes the difference between cognitive and emotional welfare (Diener et al., 1999) and further can be stated that SWB can function as a scale for individual decisions about their lives (Zhai in al., 2013)

The study by Davila and Finkelstein (2013) found that SWB is influenced greatly by OCB. This study also found results confirming the results of the previous studies. More precisely, the relationship between OCB and JS is significant and the correlation is positive. A study by Demirtaş (2016) reports a two-way correlation and found that psychological well-being correlates positively with OCB, and similarly, OCB influences SWB.

### **Leadership Style**

Leadership Leadership Style is a kind of ability and strength in which a person has the ability to change values and / or influence, behavior, beliefs, and attitudes of others (Ganta, 2014). If someone with strong leadership ability then he will be a good example or role model for his employees, this is due to the fact that leaders who have achieved good or able to effectively achieve some results will gain trust and admiration from their employees, and will automatically changing values, beliefs, their behavior and attitudes, because respecting someone's ability to change things for the better is a honest form of flattery (Grint, 2007).

Leadership is an important factor in an organization, namely the ability someone has to manage change in an organization (Sarros, 2001); Leadership factors are one of the most important and decisive needs for the success of each organization (Murphy & Ensher, 2008). Leadership can be defined as the ability a person has to inspire and influence trust and support among the people needed to achieve organizational goals" (DuBrin, 2007). Successful leaders if they can direct human resources towards the organization's strategic goals correctly and ensure that all organizational functions are in line with the external environment (Zaccaro & Klimoski, 2001). To realize the vision and mission of private tertiary education, university academics have a key role, to deal with change and challenges they must adopt effective leadership styles to direct their organizations to work effectively.



For a university, academics are key decision makers, and the quality of their decisions will determine the success of achieving organizational goals successfully (Verma, 2000). In general, academic departments have an important and decisive role in the success of higher education institutions. They function to develop, preserve and transmit knowledge, it is believed that the success of each higher education institution is measured by the success of each department in the organization (Coats, 2000).

Hui et al., (2006) emphasizes that in terms of motivating employees to conduct citizenship behavior the relationship between leaders and members of the organization plays an important role and determines its success.

Lapierre and Hackett (2007) support the argument that inherent nature is shown by the awareness of employees who tend to show citizenship behavior naturally. This is one form of method of returning assistance to supervisors which is shown in the form of positive behavior due to high quality relationships. they have between employees and superiors or leaders.

Walumba (2008) in his research review suggested the other types of leader behavior, namely the leaders behavior of Contingent Rewards Transactions (CRT), is the role of the leader carried out in clarifying the roles that should be performed, task requirements and providing material and psychological motivation as gifts to followers. Further results in this study highlight that when employees consider their leaders to act fairly, they are shown in terms of giving gift behavior, then employees tend to feel satisfied with the supervisor and will remain committed to the organization and then carry out activities by displaying citizenship behavior. Bhal (2006) in his research stated that procedural interactional justice mediates the relationship between leader-member relations (LMX) and citizenship behavior, and in this study it is stated that if leaders practice fair procedures and interpersonal processes, it will indicate the impact of different treatments can be neutralized.

Ali Hussein Alkahtani, (2016) stated that transactional leadership styles that consist of contingent reward, management by exception (passive) and management by exception (active) are weakly related to the three dimensions of organizational commitment. However, leaders with high emotional intelligence abilities are hypothesized to enhance the relationship between transformational



leadership styles and organizational commitment and change the direction of the relationship between transactional leadership styles and organizational commitment of employees in the organization. Ebrahim H., (2018) reveals that organizational performance is associated with the leadership style and they have both a positive and a negative impact on the performance. The transformational, autocratic and democratic leadership styles were found to have a positive influence on organizational performance, whereas, the transactional, charismatic and bureaucratic leadership styles were found to have a negative impact on the organizational performance in the organizations taken for study.

### **Affective Commitment**

Meyer and Allen (1996) propose three components of commitment namely affective commitment, sustainability commitment, and normative commitment. Affective commitment is defined as the individual feeling of an employee who feels emotionally closer to the organization and has a positive involvement with the organization's goals. For the employees who have high affective commitment, they continue to work in organizations because they really want it. A condition where employees feel that the organization is responsible for their lives, as offering salaries higher than the industry average, they tend to respond positively to the organization, such as having high loyalty including affective ties and a feeling of loyalty to the organization.

Continuance commitment is defined as the willingness to stay in the organization due to the high cost of stopping work and will benefit if it stays in an organization where they are currently working. another alternative jobs outside the organization are undesirable and not as attractive as current work, but at some point if they look a better job offer for the future, they will no longer hesitate to release their current job. Whereas normative commitment is a commitment that is believed by an individual because for ethical reasons they must work in the organization where they are nowadays. Feelings of having an obligation to their current workplace and the existence of high loyalty are clearly visible to employees. In their opinion, the idea of leaving their organization where they work today will not be realized.

Allen et al., (1990) suggested that organizational commitment as a commitment that can be considered as an affective or emotional bond with the



organization so that individuals who have high organizational commitment are able to identify, be actively involved, and enjoy their membership in an organization. Lee & Mowday (2007) mengemukakan bahwa karyawan yang memiliki tingkat identifikasi organisasi yang tinggi maka mereka selalu berupaya untuk meningkatkan perasaan memiliki terhadap organisasi dan merasa lebih terikat secara psikologis terhadap organisasi.

Lee & Mowday (2007) suggest that employees who have a high level of organizational identification, they always strive to increase feelings of belonging to the organization and feel more psychologically bound to the organization. Affective commitment tends to have a stronger correlation with the given outcome variables including focus behavior (Meyer et al., 2001).

Effective organizational commitment is one dimension of a multi-commitment work environment. Explain about what is related to affective organizational commitment in its assessment with different results such as the quality of life variables related to satisfaction with work relationships, hobby, residence, satisfying life, health conditions, physical health, etc.

When a study explores the family they will examine the interaction between work and family they usually will focus on the impact of the work situation on their family life. Affective commitment concerns the individual's feelings about the overall scope of the organization (Mowday in al., 1979). Mowday et al. (1992) suggested that affective commitment is not the same as the concept of life satisfaction seen in several ways, starting with affective commitment as a more global construct, which reflects an individual's general affective response to the whole organization.

Life satisfaction is a comprehensive assessment that includes feelings and attitudes about one's life at a certain point in time, everything start from positive until negative. Commitment therefore emphasizes attachment to the employer organization, including goals and values, while one's satisfaction emphasizes a specific task environment that is directly influenced by family life, life satisfaction and other facilities.

A survey of life satisfaction and work related attitude was conducted by Keon & McDonald (1992). This study was provided evidence that life satisfaction and affective commitment organization are jointly determined. Steers (1997)

suggested that affective commitment can explain the motivation and intention of employees emotions to perform well, but cannot always counteract other restrictions such as the ability of the employees, actual and perceived by an individual, loneliness, helplessness, leisure time activities and social support network derived from the environment.

Various definitions of relationship commitment suggest two main dimensions namely affective and calculative commitment (Fullerton,2003). Calculative commitment involves a person's dependence on cooler or more rational economic factor-based organizations in relation to product benefits due to lack of choice or transfer costs (Anderson and Weitz, 1992).

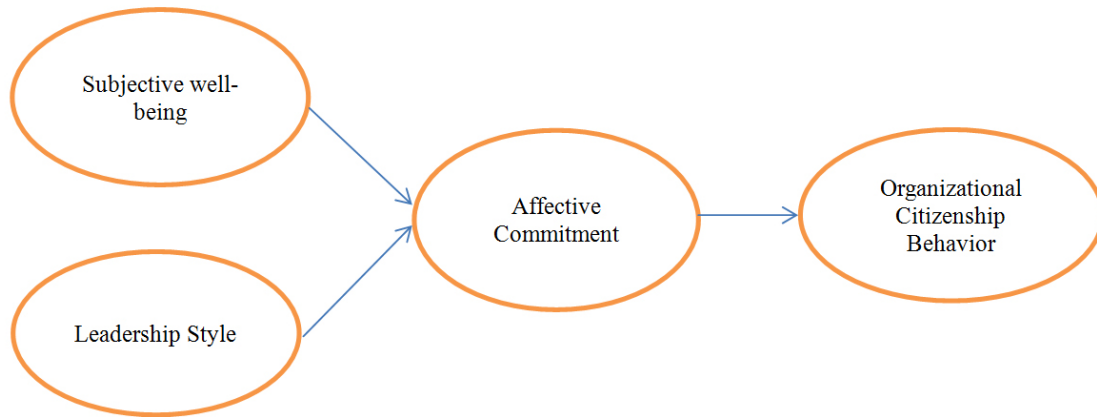
Affective commitment develops through the level of reciprocity or personal involvement that the customer has with the company is a hotter factor, or more emotional, resulting in a higher level of trust and commitment (Morgan and Hunt, 1994). But for an organization to create affective commitment, management must be able to meet employees' psychological needs such as comfortable feeling, etc.

According to Allen and Meyer (2002) stated that the reliability of the organization includes openness to new ideas, justice, roles and clarity of purpose, fulfill employees necessary, and for employees feeling comfortable in the workplace. In another side, what makes an employee competent if they feel the work is challenging, does not feel difficulties in achieving goals, there is feedback made by management, and feels participating in making decision. The study by Christian H. et al., (2016) Commitment Affective employees has a positive and significant influence on Organizational Citizenship Behavior.

## RESEARCH MODEL

The aim of this study was to explore how Affective Commitment variables mediate the relationship between variables Subjective well-being, Leadership Style, and Organizational Citizenship Behavior in academics at private universities in Central Java. In order to analyze this relationship, a model has been developed:

**Fig. 1**  
**Schematic Diagram of the study**



Based on the above theoretical framework, following hypotheses can be deduced:

- H1 : There is a positive correlation between Subjective well-being (SWB), Leadership Style (LS), Affective Commitment (AC) and Organizational Citizenship Behavior (OCB).
- H2 : Affective Commitment (AC) mediates relationship of Subjective well-being (SWB) and Organizational Citizenship Behavior (OCB)
- H3 : Affective Commitment (AC) mediates relationship of Leadership Style (LS) and Organizational Citizenship Behavior (OCB)
- H4 : There is a positive relationship between Affective Commitment (AC) and Organizational Citizenship Behavior (OCB)

## RESEARCH METHODOLOGY

### Sampling and Data Collection

The study population for this research consisted of academicians from one specific department in a private university. Of the 150 questionnaires distributed , 124 were returned, for a response rate of 82%. In terms of gender, 46% of the participants were male and 54% were female. There were 65 % under the age category of between 37 years to 56 years and 58 % of the respondents has job experience as a academician between 10 to 26 years. Most of them have their Masters qualification since this is the basic requirement to be a lecturer in Central Java private university.

**Table 1**  
**Descriptive Statistics of Participants (N = 124)**

Variable	Description	Mean	Standard Deviation
	0= female, 1 = male		
Gender		0.9682	0.3239
Age	Years		
Job Tenure	Years at PTS	41.293	10.8795
	0 = undergraduate	19.136	8.2473
Education	1 = graduate	0.794	0.4281
	0 = unmarried		
Marital Status	1 = married	0.975	0.2532
	6 items		
Subjective well-being (SWB)	6 items	42.974	6.8751
Leadership Style (LS)	6 items	36.673	5.9072
Affective Commitment (AC)	8 items	34.896	6.0324
Organizational Citizenship Behavior (OCB)		44.063	7.1367

Source: Data Processed, 2019

After processing and modifying the data, only 124 respondents used as the main resources analyzed using Structural Equation Model (SEM). To find out the accuracy and accuracy of measurements made on items on subjective variables, items in the Leadership Style variable, items on Affective Commitment variables, and items in Organizational Citizenship Behavior, reliability testing is carried out. For uniformity in measuring variables, all items in the questionnaire were assessed on a seven-point Likert scale.

**Table 2**  
**Reliability Test Result**

	Cronbach's Alpha
Subjective well-being	0,8974
Leadership Style	0,9236
Affective Commitment	0,8908
Organizational Citizenship Behavior	0,9123

Source: Data Processed, 2019

## RESULTS AND ANALYSIS

It is said that confirmatory testing among variables of Full Model was fit. It can be seen from the chi-square value of  $314.41 < 326.28$ , in which CMIN/DF, GFI, TLI, CFI, REMSEA, were within the range of values expected although AGFI was marginally acceptable. Thus, it was indicating that the model could be declared fit. While the value of 0.05 Hoelter's test results =221 and the value of Hoelter's 0.01=236, and 124 samples in this study, so it could be said in the fit category.

**Table 3**  
**Confirmatory Testing among Variables of Full Model**

Goodness of Fit Indeks	Cut of Value	Test Result	Model
Chi Square	< chi-square	65,38	Fit
Probabability	$\geq 0,050$	0,063	Fit
CMIN / DF	$\leq 2,000$	1,891	Fit
GFI	$\geq 0,900$	0,935	Fit
AGFI	$\geq 0,900$	0,937	Fit
TLI	$\geq 0,950$	0,968	Fit
CFI	$\geq 0,950$	0,912	Marginal
RMSEA	$\leq 0,080$	0,076	Fit

Source: Data Processed, 2019

**The Relationships Between SWB, LS, AC and SWB**

The mean values for the scales, standard deviations, and correlations among variables are shown in Table 4.

**Table 4**  
**The Relationship between SWB, LS and OCB**

		n	Mean	SD	1	2	3
1	SWB	124	3.457	0.64			
2	LS	124	3.289	0.71	0.425*		
3	AC	124	4.025	0.69	0.286*	0.297*	
4	OCB	124	4.583	0.76	0.198*	0.215*	0.399*

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

The relationship between Subjective well-being (SWB), Leadership Style (LS), Affective Commitment (AC) and Organizational Citizenship Behavior (OCB) is analyzed using Pearson’s correlation coefficient formula. The relationship between SWB and LS is found to be positive and significant ( $r= 0.425, p<0.01$ ). The relationship between SWB and AC is positive and significant ( $r= 0.286, p<0.01$ ). Similarly, the relationship between SWB and OCB is positive and significant ( $r= 0.198, p<0.01$ ). For the relationship between LS and AC, a positive relationship was found ( $r= 0.297, p<0.01$ ). The relationship between LS and OCB is positive and significant ( $r=0.215, p<0.01$ ). Likewise, the positive relationship was between AC and OCB ( $r=0.399, p<0.01$ ). According to these results, there was a positive correlation between SWB, LS, AC and OCB, as the SW, LS, and AC increases, it can be said that OCB will also increase. In this context, H1 is supported.

**Table 5**  
**Regression Analysis for Testing Hypothesis of Mediation**

	Independent variable	Dependent variable	Estimate	S.E	C.R	P
1	Subjective well-being (SWB)	Affective Commitment (AC)	0.63	0.291	2.458	0.024
2	Leadership Style (LS)	Affective Commitment (AC)	0.51	0.462	2.449	0.019

3	Subjective well-being (SWB)	Organizational Citizenship Behavior (OCB)	0.34	0.383	4.021	0.032
4	Leadership Style (LS)	Organizational Citizenship Behavior (OCB)	0.29	0.097	4.230	0,000
	Subjective well-being (SWB)		0.627	0.013	3.761	0.003
5	Affective Commitment (AC)	Organizational Citizenship Behavior (OCB)	0.603	0,142	4.624	0.021
	Leadership Style (LS)		0.508	0.246	4.142	0.000
6	Affective Commitment (AC)	Organizational Citizenship Behavior (OCB)	0.620	0.403	3.975	0.006

In our search for the relationship between OCB, LS, and SWB and for the direction of causality in the literature, we found that LS and SWB in many studies are considered as predictors and OCB is considered as the dependent variable. In line with the model suggested as a theoretical framework, the present study considers LS and SWB as a predictor, and OCB as a dependent variable. In this context, we further checked the empirically observed data to ensure that the presumed relationship can be found there as well. The theoretically suggested relationship emerging from the path coefficients analysis, which employed regression analysis, demonstrated that this type of relationship is also supported by the sets of data. In this regard, it should be noted that the model is proposed by researchers and further tested by the confirmatory factor analysis before it is finally confirmed by the data (Table 2). The correlation level among the variables in Table 2 indicates the relationship between LS and SWB (0.425), LS and AC (0.297), SWB and AC (0.286), SWB and OCB (0.198 ), LS and OCB (0.215 ), AND and AC OCB (0.399).

The table 5 shows the series of regression equations used to test the mediating effect of Affective Commitment (AC) between the Subjective well-being (SWB), Leadership Style (LS), and Organizational Citizenship Behavior (OCB). To determine the mediating effect of Affective Commitment (AC) between Subjective well-being (SWB), and organizational citizenship behavior, we examined equations 1.



In equation 1, Affective Commitment (mediator) was regressed on Subjective well-being (SWB (predictor) and the relationship was significant ( $B = 0.63, p < .05$ ). In equation 2, Affective Commitment (mediator) was regressed on Leadership Style (predictor) and the relationship was significant ( $B = 0.51, p < .05$ ). In equation 3, Organizational Citizenship Behavior (the dependent variable) was regressed on Subjective well-being (the predictor) and the relationship was found to be significant ( $B = 0.34, p < .05$ ). In equation 4, Organizational Citizenship Behavior (the dependent variable) was regressed on Leadership Style (the predictor) and the relationship was found to be significant ( $B = 0.29, p < .05$ ). In equation 5, Organizational Citizenship Behavior was simultaneously regressed on Subjective well-being (SWB) and Affective Commitment. The relationship between Organizational Citizenship Behavior and Subjective well-being (SWB) and Affective Commitment was significant ( $B = 0.627, B = 0.603, p < .05$  and  $0.63 \times 0.603 = 0.37$ ) is more than in equation 3 ( $B = 0.34$ ). Thus, it proves that Affective Commitment is the significant mediator of the relationship between Subjective well-being (SWB) and organizational citizenship behavior. In equation 6, Organizational Citizenship Behavior was simultaneously regressed on Leadership Style (LS) and Affective Commitment (AC).

The relationship between Organizational Citizenship Behavior and Leadership Style (LS) and Affective Commitment (AC) was significant ( $B = 0.508$  and  $B = 0.620, p < .05$ ) is more than in equation one (4) ( $B = 0.29, p < .05$ ). The finding is consistent with the previous literature. Thus, it proves that Affective Commitment (AC) is the significant mediator of the relationship between Leadership Style and organizational citizenship behavior. Similarly, a study by Weikamp and Göritz (2016) found that individuals exhibiting OCB are more content with their job. In their study, Baranik and Eby (2016) indicated that OCB is related with satisfaction with life and SWB. The study by Davila and Finkelstein (2013) found that SWB is influenced greatly by OCB. This study also found results confirming the results of the previous studies. More precisely, the relationship between OCB and JS is significant and the correlation is positive. A study by Demirtaş (2016) reports a two-way correlation and found that psychological well-being correlates positively with OCB, and similarly, OCB influences SWB.

According to the definitions found in the literature, OCB is defined as voluntary behaviors that are not specified in the job definition but are devoted



to accomplish the organizational objectives. An employee with OCB identifies himself with the organization and abstains from harmful acts for the good of the organization. He also feels obliged to develop skills and contribute to productivity and efficiency in his job for the organization to function smoothly and accomplish its goals. To this end, the study offers ideas and suggestions about the ways of raising employees' OCB because hiring people with SWB is important for obtaining higher levels of OCB among employees.

## CONCLUSION

The aim of the study was to explore the mediation effect of Affective Commitment between the Subjective well-being, Leadership Style, and Organizational Citizenship Behavior. Analysis has shown a significant relationship among Subjective well-being, Leadership Style and Affective Commitment, Affective Commitment and Organizational citizenship behavior (OCB). The results of the regression analysis in the study show that Subjective well-being and Leadership Style predicts Organizational Citizenship Behavior. This proves that Subjective well-being and Leadership Style are important determinants of Affective Commitment and Organizational Citizenship Behavior (OCB). It can be concluded that if management of organizations wants to have higher level of organizational citizenship behavior of their employees they have to satisfy them and they have to provide more benefits in Subjective well-being and Leadership Style. Simply it is quite important to be good at given Subjective well-being and Leadership Style to get higher degree of Affective Commitment and Organizational Citizenship Behavior (OCB). In this regard, it can be said that devotion to the company (with the idea that one has a job as long as the company exists) and prioritizing the goals of the company (with the idea that I will accomplish my goal as long as the company accomplishes its goals) are only possible through hiring employees with higher OCB levels.

There are certain limitations of this study. First, the data rely on self-report and survey data. This runs the risk of response bias as respondents report what they think the researcher is looking for rather than what they think or feel. Second, we measured the variables at a single point in time. We acknowledge that the variables examined in this study are to be developed over time.

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