The Impact of Leader-Member Exchange on the Organizational Citizenship Behavior with the Mediating Role of Job Satisfaction and Organizational Commitment

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Abstract

The purpose of this study is to investigate, the mediating role of job satisfaction in the relationship between the Leader-Member Exchange with organizational citizenship behavior and with organizational commitment, it also investigates the mediating role of organizational commitment in the relationship between the Leader-Member Exchange with organizational citizenship behavior and in the relationship between job satisfactions with organizational citizenship behavior. The present study, in terms of purpose, is applied and in terms of Data collection is descriptive-causal. The samples consisted of employees of the branches of credit institutions Samen Khuzestan province in Iran country comprises 212 people. 153 persons were selected using stratified random sampling method. Data collection questionnaire was a field and done with data collection tool, for this purpose, the standard questionnaires of Liden & Maslyn’s (1998) LMX, Minnesota Satisfaction Questionnaire (MSQ) Short Form (1976), Allen & Meyer’s (1990) Organizational Commitment and organizational citizenship behavior Konovsky and organ (1996) was used. For data analysis, structural equation modeling and LISREL software was used. Analysis of data from 140 respondents, as the final sample indicated that Job Satisfaction mediate the relationship between Leader–Member Exchange and Organizational Citizenship Behavior, also, the relationship between Leader–Member Exchange and Organizational Commitment, and Organizational Commitment mediate the relationship between Leader–Member Exchange and Organizational Citizenship Behavior, also, the relationship between Job Satisfaction and Organizational Citizenship Behavior. So, the interaction between leaders and members must be strengthened in such a way as creating job satisfaction and organizational commitment in employees. The factors leading to job satisfaction and organizational commitment of personnel identify. Satisfied and Committed employees are seeking positive behaviors such as Organizational Citizenship Behavior. In-group relationship by Job Satisfaction and Organizational Commitment can be caused OCB in employees.

Keywords: Leader-Member Exchange, organizational citizenship behavior, job satisfaction, organizational commitment, structural equation modeling.
Introduction

In the past, individuals evaluated with behaviors that expected at job descriptions and competency of employees, but today beyond that behaviors taken into consideration. Bateman and organ (1983), for the first time, announced the term of organizational citizenship behavior for such behavior, to the world of science and introduce it as useful acts that are not listed in the job description manifest to help others to fulfill their obligations as employees’ rails. Of course after the introduction of this concept by organs and colleagues, Different experts, using concepts such as extra-role behavior, prosocial organizational behavior, organizational spontaneity and Contextual Performance, during the two decades explain this subject (Podsakoff, Mackenzie, Paine & Bachrach, 2000). The Key elements of OCB include: Behavior beyond what is officially described for staff; it is a behavior that directly does not have a reward or through formal organizational structure does not appreciate, it is a behavior that is important for organization performance or its success (Castro, Armario & Ruiz, 2004). Podsakoff and colleagues have outlined some areas in organizational citizenship behavior that help the organization to be successful in the below: increasing the efficiency of management and employees, making the organizational resources free, which can be used for more productive purposes, reducing the need to allocate scarce resources to tasks that have only maintenance aspect, assistance coordinators activities, both within and between working groups; strengthen the capacity of organizations to attract and retain qualified personnel; enhance the stability of organizational performance, enabling organizations to adapt more effectively to changes in the environment (Podsakoff et al., 2000). Therefore, organizational citizenship behavior from the Samen credit union staff can play an important role in the success and better performance of the organization. These staffs acted beyond their official role voluntarily, and used all their efforts to their organizations. In this case, the competitive ability of the institute enhances and consists more effectively with environmental changes, and transforms an effective organization. So, exploring these behaviors and the ways that increase their occurrence in this institution, can be concerned as a major challenge for the institute. One of the main challenges facing organizations in the changing world, and today's highly variable, is identifying factors that can be effective in organizational citizenship behavior, which is one of the phenomena emerging in the fields of organizational behavior. The basis of initial investigation, which was conducted on the relationship between attitudes and behavior, is based on the assumption that these two have a causal relationship with each other. It means the attitude of a person is decisive for things that he does and can influence on the behavior of the person. The relationship between attitudes and behavior is the Attitude-Behavior relationship (Robbins, 1999). Therefore, job and organizational attitudes can cause behaviors such as organizational citizenship behavior. since job satisfaction and organizational commitment on the topics of organizational behavior and psychology, as attitudes are considered since, job satisfaction and organizational commitment variables are considered attitudes on organizational behavior and psychology at the issues, therefore, they can determine organizational citizenship behavior of the staffs and they can predict its incidence in work; and expand the organizational citizenship behaviors (Williams and Anderson, 1991). When an employee feels satisfaction with his work, he will compensate his satisfaction with positive behavior (such as OCB), which benefit organizations (Chiu and Chen, 2005). Scholl said, that when there are no formal organizational rewards for performance; it is a commitment that maintains the behavioral orientation, so the commitment, is probably a predictor of OCB. Weiner said similar to the Scholl’s model that commitment is responsible for behaviors that are not related to
reinforcement or punishment. Given the high correlation between job satisfaction and organizational commitment, researchers and managers should study both of them to gain the relative effects that these two variables have on the OCB (Schappe, 1998). Therefore, checking the level of job satisfaction and organizational commitment in Samen Institute staffs, as an important factor that can play a key role in organizational citizenship behaviors, can be as a major challenge for the Institute. Institute staffs, if they are satisfied with their jobs and are committed to their organization, do positive compensatory behaviors, such as organizational citizenship behavior. Therefore, the level of job satisfaction and organizational commitment in Samen credit union employees should be measured, to determine, whether the organization is managed to create the attitudes in the employees and whether these attitudes led to the organizational citizenship behavior in employees. Empirical research focuses on four major categories of causes and development of organizational citizenship behavior: personal and employees’ characteristics, job characteristics, organizational characteristics and leadership behaviors (Podsakaff et al., 2000). Throughout history, leadership is one of the largest structures that have been studied in behavioral sciences (Milner, Katz, Fisher & Notrica, 2007) Over the past three decades, increasing growth is formed in research on the subject of leadership by focusing on the relationship between supervisors and subordinates pair (Stringer, 2006). Graen and his colleagues have created a new approach to the study of leadership in organizations. This approach initially called Vertical Dyad Linkage: VDL bonding theory, but recently Leader-Member Exchange: has been renamed (Dienesch & Liden, 1986). The theoretical development of a couple relationships is rooted in the theory and the role of social exchange theory. According to the theory, leaders, His subordinates with various work tasks sequentially and in their role entrusted to them; they tested. The extent to which subordinates act in accordance with the wishes of the leader and show their worthiness to become the trusted leader; they dictate the type of LMX that they create their self. Type LMX is determining the level that director, thanks to the hard working staff with resources such as information, Challenging work assignments and independence, compensation (Liden & Maslyn, 1998). Katz and Kahn (1978) define roles as "... standardized patterns of behavior required of all persons playing a part in a given functional relationship .. " (Emphasis added) (Dienesch and Liden, 1986) According to this theory, the expectations of the supervisor and the extent to which a subordinate role to meet these expectations, exchange process to form the communication space. Relying on the theory role, Graen and Scandura (1987) suggested a three-phase model of LMX development including role taking, role making, and role routinisation. For example, test subordinates with various work assignments in a series of role-making episodes. In this process, the degree to which subordinates comply with task demands and demonstrate a worthiness to be trusted influences the type of LMX relationship they form. In turn, the type of LMX determines the extent to which the leader reciprocates with work related resources such as information, challenging task assignments and autonomy (Kang and Stewart, 2007). Social exchange theory suggests that how power and influence between managers and subordinates subject to the availability of alternative sources of exchange that they can gain valuable resources (Sparrowe & Liden, 1997). Member willingness to accept the role requests, even ones beyond what is expected in the employment contract can be explained with social exchange theory. Members, who spend their time and effort to do the leader's request, are waiting to remedial action and interaction of the leader. When both sides of the relationship compensate for each other's acts appears created trust and a strong social exchange (Liden, Wayne & Stilwell, 1993). The quality of the leader-member exchanges, is divided into two basic categories: the in-group (characterized by high trust, inter-action, support, and formal/informal rewards) and
the out-group (characterized by low trust, interaction, support, and rewards)(Dienesch & Liden, 1986). Members, with the exchange of lower quality, just tend to perform daily activities and their responsibilities and their relationships are evaluated with a formal economic exchange; in contrast, leaders to ensure the proper functioning of the out-group members, rely on the official laws and policies. In lower quality relationships, members have limited access to supervisor and receive limited resources and limited information that potentially leads to job dissatisfaction, low organizational commitment and turnover (Liden and Maslyn, 1998). While the high level of relations between the leader - members, in terms of social exchange, are developed beyond what the employment contract specified (Cropanzano and Mitchell, 2005). This relationship usually involves higher levels of mutual trust and loyalty, convenient communication and mutual influence (Minsky, 2002). Members, in conjunction with high quality, will have advantages and techniques of leadership, including higher levels of freedom to decide, high growth opportunities, feedback, information and higher levels of support. Such techniques may help subordinates to achieve a challenging and independent job and promote the self-efficacy that it implies an interesting job (Kim, Lee and Carlson, 2010; Cheung and Wu, 2012). Members are encouraged in order to Compensation of their leader to work with their colleagues, sincerely, their organizational commitment and positive job attitudes increase, they communicate effectively with their peers and all this could lead to development of psychological empowerment, job satisfaction and staff productivity, and increase overall performance (Aryee and Chen, 2006; Stringer, 2006). In this case, the subordinate feels he owes to do remedial action toward the goodwill that the supervisor had (Cheung and Wu, 2012); and organizational citizenship behavior is a cross-subordinate form of compensatory action against enterprise (leader), which has a fair behavior with him (Coyle-Shapiro, Kessler and Purell, 2004). With regard to the issues mentioned above, it can be said that the relationship between leaders and members in the Samen credit institution can have an effective role in creating job satisfaction and organizational commitment and in organizational citizenship behavior in the institution. In ingroup relations between employees and supervisors, the members will have the support, attention of a supervisor, growth opportunities, progress, independence, and freedom, rewards and etc and positive attitudes of job satisfaction and organizational commitment will be created with them which ultimately will lead to organizational citizenship behavior of staff. Therefore, the necessity to investigate the relationship between leaders and members will be felt as a key factor in creating job satisfaction, organizational commitment and organizational citizenship behavior in Samen Institute staffs. As mentioned, organizational citizenship behavior of the staff plays a significant role in the success and efficiency of the organization, so, checking it is a big challenge for Samen Institute and examining it, and identifying its developmental factors will be felt strongly, for the institution. Job satisfaction and organizational commitment are job and organizational attitudes that can have a significant role in the development of such behaviors. On the other hand, the relationship between the leader and the member is a factor that can play a key role in creating jobs and organizational attitudes, and on the other hand, in organizational citizenship behavior of staff at the Institute of Samen. Stated that the study was to investigate the influence of Leader–Member Exchange, job satisfaction, and organizational commitment (As factors in the creation and development of organizational citizenship behavior) on the OCB of the employees of the branches of credit institutions Samen Khuzestan province in Iran that job satisfaction and organizational commitment as mediators have been considered.
Literature review

Leader–Member Exchange

According to this theory, the leaders with each of the subordinates create a different kind of relationship (Dansereau, Graen & Haga, 1975; Liden & Graen, 1980; Graen and scandura, 1987; Graen & Uhl-Bien, 1995; Liden, Wayne & Sparrowe, 2000). On one side, exchanges with high quality (which is called in-group) determine with a high level of confidence, mutual respect, and religion. On the other side, exchanges with poor quality (is called the out-group) describe with a low level of trust, respect, and mutual religion. In exchange relationships with high quality, followers work as "Trusted Assistants" and beyond job descriptions for managers. Instead, the exchange with low quality, essentially followers work as "Hired Hands" in the job description in their activities (Graen & Uhl-Bien, 1995). Dienesch & Liden (1986) and Liden and Maslyn (1998), suggested four dimensions for LMX that include: Contribution and assistance (for example, performing the work, beyond what is stated in the job description) Affect (such as friends and interest), Loyalty (such as loyalty and mutual obligations and duties) and professional respect (as regards the professional abilities) (Maslyn & Uhl-Bien, 2001). Dienesch and Liden defined perceived contribution as the "perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad". Loyalty was defined as the extent to which both leader and member publicly support each other's actions and character. Dienesch and Liden defined affect as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values" and Professional Respect defined as Perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work (Liden & Maslyn, 1998). Therefore, in order to examine the relationship between the leaders and member of the Institute of Samen, four indicators mentioned above were examined.

Organizational citizenship behavior

Podsakoff et al defined OCB as voluntary behavior that directly and openly, compensation is not recognized in the system and in addition, increases the organization's business performance (Podsakoff et al., 2000). Bateman and organ called these behaviors as a lubricant of the social car under the corporate and are not mentioned as the responsibility performance. Examples of which include: help colleagues face difficulties in their jobs, uncritical acceptance of orders, bear without complaining pressures of work, helping to maintain cleanliness and order in the workplace (Bateman and organ, 1983). Organ (1988) presented multidimensional Scale of OCB. This scale consists of five dimensions that make up the structure of the OCB and include: Altruism, conscientiousness, sportsmanship, respect and courtesy and civic virtue (Yunus Ishak, Mustapha and Othman, 2010). Altruism: May also be considered “Helping” behaviors, meaning being selfless and concerned for the welfare of others. Examples include helping others who have been absent, or helping others who have a high workload. Conscientiousness: Could be easily described as being responsible. Examples include obeying company rules and regulations even when no one is watching, and not taking extra breaks. Sportsmanship: Usually refers to people’s attitude of choosing not to do negative things. Examples include not complaining about trivial matters, and focusing on the positive side rather than the negative side of issues and situations. Courtesy: This includes actions that help prevent problems from occurring, or taking actions...
in advance to mitigate the problem. Examples include notifying others about actions that may bring inconvenience to them, and trying to prevent problems from happening. Civic virtue: This describes a posture of “responsible, constructive involvement in the political or governance process of the organization” Examples include attending meetings that are not mandatory, and keeping up with organizational changes (Ma, Qu, Wilson & Eastman, 2013).

**Job satisfaction**

Person's general attitude about work, known work as their introduction (means the degree or extent to which a person knows his job and is actively participating in it)(Robbins, 1999). According to Locke, the consent is a pleasant or positive emotional state that comes from a job or work experience (Locke, 1976). According to Locke aspects of job satisfaction, which typically have been studied in previous studies include Nature of work, salary, promotion, benefits and compensation, working conditions, style of supervision, colleagues, organization and management (Locke, 1976). Later research has shown that these different aspects can be arranged according to two dimensions: an intrinsic versus an extrinsic one (Weiss, Dawis, England & Lofquist, 1976). Extrinsic satisfaction is an employee satisfaction from self-employment, such as independence, diversity of work, job stability, and career services to society, opportunities for usability, sense of responsibility, creativity, meaningful occupation, and social status of jobs. Job satisfaction that is the job motivation and it is personal subjective perception that possibly, does not impress other people, is close to inner satisfaction. Exterior satisfaction is employee’s satisfaction of conditions, policies and praised the work, which are not relevant to the job itself. Employee satisfaction from reward systems, promotion, corporate policies and quality of interpersonal relations, in their current jobs, which are all external factors, are close to external concept of consent (Chiu and Chen, 2005).

**Organizational commitment**

Porter et al, defined commitment as the participation of a person in the organization have the matching power. In their opinion, organizational commitment at least can be defined by three components of organizational commitment as follows: (A) firm belief in the organization's objectives and acceptance. (B) Desire for greater efforts towards achieving organizational goals. (C) Fierce desire to survive and maintain their membership in the organization (Porter, Steers, Mowday & Boulian, 1974). In a model of commitment developed recently by Meyer & Allen (1987a), the three approaches were labeled 'affective', 'continuance' and 'normative' commitment(Allen & Meyer, 1990). Affective commitment reflects an employee’s emotional attachment to, identification with, and involvement in an organization. The idea here is that employees with high affective commitment stay with an organization because they have a desire to do so. Continuance commitment is related to the costs and benefits associated with staying or leaving an organization. Employees stay with an organization because the costs of leaving it are considered to be too high. Normative commitment reflects the view that an employee has a duty or an obligation to stay with an organization. An employee, therefore, stays with an organization because it is the right and proper thing to do (McKenna, 2005).

**Research background**

Cogliser, Schriesheim, Scandura & Gaedner (2009) study titled the balance in perceptions of leader and follower of leader-member exchange. The results showed that LMX relationships
with high and low balance, respectively, with relatively low levels of job performance, job satisfaction, and organizational commitment linked followers. While incorporating unbalanced, in general, is associated with moderate levels of consequences for followers. According to them, since both the concepts of relationship between the leaders-member and organizational commitment have an emotional dimension. Therefore, we expect the employees' perception of the LMX relation, has a strong effect on organizational commitment of employees. Stringer (2006), in a study called the link between supervisor-employee relationship quality and level of employee job satisfaction, has investigated the relationship between 57 people of fire fighters that were active in a large office firefighting, in the southeastern United States. Results showed a significant positive relationship between supervisor-employee relations with high quality and total job satisfaction, intrinsic and extrinsic job satisfaction. Han (2010), research as trust and job satisfaction has done a research among 241 employees of a company that manufactures health products in America. The results showed that LMX has a positive effect on job satisfaction. Also, LMX mediates fully in the relationship between trust and job satisfaction. Kang, Stewart and Kim (2011), was featured on the 447 employees of 15 companies in South Korea. The results of structural equation modeling showed that the quality of LMX, leading to employee and organizational commitment on staff. Naderi Anari (2011) in his research investigated an emotional intelligence, job satisfaction and organizational commitment to the relationship between them. The results of the poll were conducted among 84 tons of Kerman High School English teachers showed a significant positive relationship between job satisfaction and organizational commitment. Chun Shin, Choi and Kim (2013) in a study based on a survey of 3821 employees of 130 companies carried out in Korean company show that the direct effect of collective organizational commitment has a significant and positive organizational citizenship behavior towards people and towards its employees. Sesen & Basim (2012), conduct the study in order to the effect of satisfaction and commitment on OCB 275 teachers from 10 high schools in Turkey. Hierarchical regression analysis showed that job satisfaction and organizational commitment and significant has a positive effect on the behavior of citizens towards people and towards its employees.

Research hypotheses

H1: job satisfaction has the role of mediation in a relationship of organizational citizenship behavior and Leader–Member Exchange.

H2: job satisfaction has the role of mediation in a relationship between an organizational commitment and the Leader–Member Exchange.

H3: organizational commitment has the role of mediation in a relationship between organizational citizenship behavior and Leader–Member Exchange.

H4: organizational commitment has the role of mediation in a relationship between an job satisfaction and the organizational citizenship behavior.

The research model has been studied and measured as follows (Fig. 1)
Methodology

This research is a quantitative research and in terms of purpose, is applied. As well as the research method is descriptive survey research. The initial questionnaire has been prepared based on literature and previous studies for this purpose, the standard questionnaires Maslyn LMX Liden (1998), a short form of Minnesota job satisfaction (1976), an organizational commitment of Allen and Meyer (1990) and organizational citizenship behavior Conovsky and organ (1996) was used. The population of research was the employees of the branches of credit institutions Samen Khuzestan province in Iran country up to 212 people. Morgan table was used to determine the sample size and to select a representative sample that is the most studied community were selected from the population of 212 people (employees credit union Samen in 2013) the number was 153. The sample was stratified random sampling. 153 questionnaires were distributed among the staff and 145 questionnaires were returned. By subtracting the number of questionnaires unused because of (unanswered - incomplete), 140 questionnaires remained without answer, which was used in this study. The final sample consisted of 140 employees of the institution. They have all been tested for reliability and validity. In this study, content validity and reliability factor questionnaires were investigated. For the content validity of the questionnaire in terms of elites and experts in this sphere is taken. Also by using confirmatory factor analysis, the validity of each of these structures is obtained. Cronbach's alpha was used to pilot test and according to the results, Cronbach's alpha is higher than 0.70 and all variables Cronbach's alpha of the questionnaire was determined to be 99.4%, which indicates that the questionnaire had good reliability and validity a present questionnaire is a good tool for measuring variables. Data analysis and hypothesis testing LISREL structural equation modeling software is used.

Normal distribution of variables

Before we examine the relationships between variables, it is necessary to examine the normality of variables, so the Kolmogorov – Smirnov test is used.
Table 1 shows the results of the Kolmogorov - Smirnov test for research variables

<table>
<thead>
<tr>
<th>Statistical indicators</th>
<th>Kolmogorov-Smirnov statistic Z</th>
<th>Significance level</th>
<th>Test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader–Member Exchange</td>
<td>1.31</td>
<td>0.064</td>
<td>Non-significance</td>
</tr>
<tr>
<td>Citizenship behavior</td>
<td>1.353</td>
<td>0.052</td>
<td>Non-significance</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>1.147</td>
<td>0.144</td>
<td>Non-significance</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>1.217</td>
<td>0.104</td>
<td>Non-significance</td>
</tr>
</tbody>
</table>

As shown in Table 1, it is observed for all research variables; the level of significance is higher than 0.05 that the normal distribution assumption is approved. On the other hand, the Kolmogorov-Smirnov Z value was in the range of less than +1.96 and more than -1.96. Therefore, with 95% confidence, we can conclude there is no difference between the observed and expected frequencies. In other words, the population distribution is normal.

**Data analysis**

First, to determine the validity and whether the items are suitable for variable dimensions the confirmatory factor analysis was used and confirmatory factor analysis models was carried out for each of the main variables as hidden variables and statements outlining measures as they observed variables. The results showed that all the confirmatory factor analysis models of four indices are in the standard range. That index X2 / df and indicators RMSEA, NFI, NNFI, CFI, IFI and RFI, respectively, was between 1-3 and it was higher than 0.9 and so we can say the model, the utility was good and it matches well with the experimental data. By reviewing the standard operating loads and t-statistics reveal any of the items as variables, with dimensions corresponding variables that are hidden variables; It was found that all the statements of four variable factor loadings are greater than 0.6. Therefore, we can say that the items, explain as well as their corresponding dimensions; the t-statistic Variable aspect relationship between the statements of the questionnaire and the level of 5%, it is greater than the rate 1.96 and this means that all the observed correlation, are significant. In order to test hypotheses, Structural Equation Modeling was used. At this stage, the research was conducted by using the information collected and using the LISREL software. The basic model worked well and all indicators fitted and a significance level model and (X2/df=1.77 , RMSEA=0.075, NFI=0.98, NNFI=0.99 , CFI= 0.99, IFI=0.99, RFI=0.98)also standardized coefficients and t-statistics were all the relationships in the acceptable range. But to improve fitness and reduce RMSEA index model that is one of the most important models; unexplained variances between the dimensions of variables were related to each other and the final version was reached saturation. According to the index and outputs, LISREL (X2/df = 1.11, RMSEA=0.029, NFI=0.99, NNFI=0.1, CFI, 1.00, RFI= 0.98) it can be said the final version worked well with the experimental data so well adapted.
Given that the fitting indicators X2 / df, RMSEA prototype, respectively, 1.77 and 0.075 decreased to 1.11 and 0.029, Thus, the final version was created.
Results

According to the structural model outputs, as shown in Figure 2 and 3 the relationship between the Leader–Member Exchange to the job satisfaction has an impact factor of 1.04 and 15.39 significant level and this means that the relationship between the leader-member has a significant positive impact on job satisfaction. On the other hand, the relationship between the job satisfaction and organizational citizenship behavior has an impact factor of 0.46 and 3.78 significant level and this means that job satisfaction has a direct and significant impact on organizational citizenship behavior. Therefore, this study indicates a mediating role of job satisfaction in the relationship between OCB and LMX. Considering the above, the first hypothesis was acceptable. On the other hand, the measure and share of mediation role of job satisfaction of the total role of a job satisfaction and commitment is respectively 36% and 44.68%. According to the results, Indicate a mediating role of the job satisfaction in the relationship between OCB and LMX that the research results is consistent with research result of Stringer (2006) and Cogliser, Schriesheim, scandura and Gaedner (2009). The relationship between the Leader–Member Exchange to the job satisfaction has an impact factor of 1.04 and 15.39 significant level and this means that the relationship between the leader-member has a significant positive impact on job satisfaction. On the other hand, the job satisfaction has an impact factor in 0.45 and 2.45, significance level on organizational commitment and this means that job satisfaction has a direct and significant impact on organizational commitment. So we can say that job satisfaction has a role of mediation in the relationship between LMX and organizational commitment. LMX indirect effect on organizational commitment, with consideration of mediator role of the job satisfaction is equal to 0.468. The total effect than the sum of direct and indirect effect is achieved. Direct effect LMX on organizational commitment is 0.50. Therefore, the total effect, in this case, is equal to 0.968. Percent mediating job satisfaction, by dividing an indirect effect on the total effect is obtained and multiplied by the number 100 that is equal to 48%. This means that the mediator job satisfaction covers 48% of the total effect; which indicates the mediating role of job satisfaction in the relationship between LMX and organizational commitment. So the second hypothesis or claim was acceptable, and it matches with the results of Han (2010). As shown in Figure 2 and 3 the relationship between the LMX to the organizational commitment has an impact factor of 0.50 and 2.74 significance level and this means that the LMX has a positive and significant direct impact on organizational commitment. On the other hand the commitment to organizational citizenship behavior has an impact factor of 0.51 and 3.06 significance level and this means an organizational commitment has a significant direct impact on organizational citizenship behavior. Therefore, this study indicates a mediating role of the organizational commitment in the relationship between OCB and LMX. The third hypothesis is acceptable that agrees with research findings Kang et al (2011) and Coyle–Shapiro et al (2004). Finally, the significant levels of job satisfaction and organizational commitment has coefficient of 0.45 and 2.45 significance level and this means job satisfaction has and significant direct impact on organizational commitment. The commitment to organizational citizenship behavior has a significant path coefficient of 0.51 and 3.06 significance level respectively and this means that organizational commitment has a direct and significant impact on organizational citizenship behavior. Therefore, this study indicates a mediating role in the relationship between job satisfaction and OCB and LMX. The third hypothesis is acceptable that agrees with the research findings Kang et al (2011) and Coyle–Shapiro et al (2004). Finally, the job satisfaction and organizational commitment have the coefficient of 0.45 and 2.45 significant levels and this means that job satisfaction has
a positive and significant direct impact on organizational commitment. The commitment to organizational citizenship behavior has a significant path coefficient of 0.51 and 3.06 significance level respectively and this means that organizational commitment has a direct and significant impact on organizational citizenship behavior. Therefore, we can say that our fourth hypothesis that says organizational commitment in the relationship between job satisfaction and OCB, has mediating role fully is accepted. Results indicate a high mediating role of organizational commitment in the relationship between job satisfaction and organizational citizenship behavior; thus, the fourth hypothesis is acceptable. The indirect effect of job satisfaction on organizational citizenship behavior with considering the mediating role of organizational commitment is equal to 0.23. Direct effect of job satisfaction on organizational citizenship behavior is 0.46. Therefore, the total effect, in this case, is equal to 0.69; thus the percentage of job satisfaction mediation effect is equal to 33%. This means that the mediator of organizational commitment covers 33% of the total effect; which indicates the mediating role of organizational commitment in the relationship between job satisfaction and OCB and The fourth hypothesis or claim was acceptable, and the results are consistent with Anari (2011) and Sen & Basim (2012).

Conclusions

The Conclusion of the research is that In-group relations between supervisors and employees of the institution do not cause organizational citizenship behavior, directly. First, develop areas of Job satisfaction Having obtained such as independence, job challenge, information, Intrinsic and extrinsic rewards and then the Employees maintain their membership in the organization, intensively and committed to their organization and show compensatory and positive behaviors such as organizational citizenship behavior. This employee increase effectiveness, productivity and competitiveness of Institute and will give extraordinary moral and material profit to organization. In fact, Employee in relations with high quality for the services that are offered to them by the Head will benefit from positive job attitudes such as job satisfaction and organizational commitment; in this case, Staff will reciprocate and show beyond the role and compensatory behaviors and become to the Organizational good soldiers. They feel that they are indebted to their leader. So will stand in the front line of organization and Obedient to the orders of leader; even willing to sacrifice themselves for their leader and territory (organization). Now, the existence of these “obedient soldiers led” is the main factor of victory organizations in the pitched battle and breathtaking organizations in preserving the integrity and survives in this competitive world.

Recommendation

The first and most important Khuzestan province Samen proposal to institute directors and general managers is to try to improve the quality of relationships between staff branches. Employees who have higher quality relationships they are more satisfied with their jobs and committed to the institution and they are more willing to show their organizational citizenship behaviors. Managers must provide for the creation of job satisfaction among employees of the institute branches. Employees who are satisfied with their jobs come over in order to compensate for the efforts of the director and the institution or organization has created a pleasant emotional state, and done positive organizational citizenship behaviors. It is recommended to institute directors, to motivate and intrinsic satisfaction to staff the impression that they are responsible for their jobs; In other words, they should take a step to transfer more responsibility to employees of the branches and give them more freedom and
greater independence so that employees know for themselves and act in it actively and let employees progress and development. In order to make the extrinsic satisfaction, it is suggested to managers to pay more attention to relationships and supervision over staff and establish relationships more intimate and friendly environment with them. Managers should seek to compensate their employees and benefit their staff and rewards for work and effort and should thank and acknowledgement of them to take action. Leaders should make more efforts to develop organizational commitment. Employees who have a positive attitude and commitment tend to continue their efforts and membership, actively and try to compensate support of the Institute, and exhibit positive behavior such as organizational citizenship behavior. In order to tend the branch staff to continue the activities of the organization, and more committed to the institution, all three dimensions of organizational commitment, including affective, continuance, and normative commitment of the staff, should be strengthened. For this purpose, the managers are suggested to show more affection to the staff and establish more intimate and emotional relationship with them, listen to their hearts, and trying to fix their problems, so that the staff emotional sense to organization will be increased. Compensation system of the institute service and the benefits and occupational aspects, granted to employees should be in a manner that employees, whom they imagine of leaving the organization, consider the benefits and consider the high opportunity cost of leaving the organization and on the other hand, have a sense of responsibility for their organization and consider the duty to stay at the Institute and participate actively.
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