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The Relationship Between Moral Leadership and Organizational Citizenship Behavior: The Mediating Effect of Job Satisfaction

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ABSTRACT

Moral Leadership is one of the most important leadership styles among Chinese enterprises, which are also the one of the leadership styles of the paternalistic leadership. Nowadays most Chinese are expecting the higher leaders who have highly standard moral across societies and organizations. It's based on the founders of enterprises to show their moral in Chinese capital socialism. Organizational Citizenship Behavior (OCB) means a behavior of individuals without payment and it doesn't have any system with formal remuneration, but promoting the behaviors of operation in organizations. Job satisfaction is the subordinate's psychological and physiological satisfaction with the working environment and job responsibilities. Therefore, this study believed that job satisfaction should be mediating the effect of virtues between leadership and OCB. Using the ROC army aviation as samples and by collecting 321 subordinate data, the results of data analysis indicated that: (1) Moral leadership had a positive and significant effect on job satisfaction and OCB; (2) Job Satisfaction had a positive and significant effect on OCB; and (3) Moral leadership had a positive, indirect, and significant effect on OCB through job satisfaction. Thus, job satisfaction mediated between moral leadership and OCB. Finally, based on the results of this study, recommendations were put forward as a reference for management practices and future follow-up studies.

17 **Keywords:** Moral Leadership, Job Satisfaction, Organizational Citizenship Behavior (OCB)

1. INTRODUCTION

19 In this 21st century, the cultures have become multiculturalism in which a leader would have to be the high morality to lead the subordinates. The moral leadership would be more effectively to lead the organization. Moral leaders tend to develop the capacities of others. Therefore, this research had found the relationship between the moral leadership and Organizational Citizenship Behavior (OCB) with the mediating effect of job satisfaction. It is very important for leaders to lead subordinates' OCB. Taught by the leader's moral leadership style, the intermediary effect of job satisfaction could affect the subordinate's OCB in this research.

2. LITERATURE REVIEW

This section explores the association between moral leadership, job satisfaction, and OCB that consist of three sections. The first is moral leadership, the second is job satisfaction, and the third is the OCB.

2.1 Moral Leadership

Moral leadership is one of the factors in the paternalistic leadership theory, and was the first to propose the concept of this theory, Silin, the scholar in 1960 year-end conducted a case study in Taiwan, for Taiwan as the leader of private enterprises, managers and employees were interviewed and observed about their leadership style in oriental companies. The leadership model for eastern companies was found,

which included: Teaching-style leadership, authoritarian style, moral leadership, keep the distance, Not expressing intention, control strategy, and the feel that subordinates will think that the leader needs to have a higher morality and they should take the general interest for importance. They will sacrifice self-interest and take-over the ability of situation (Silin, 1976).

Redding studied in Taiwan, Hong Kong, Singapore and Indonesia's Chinese-family enterprises and traditional culture of Chinese organizations was observed under the Patriarchy. Then they integrated the research of Silin (1976), Deyo (1978), and Pye (1985).

Later, scholars used local research to define paternalistic leadership as: In a human atmosphere, there are three different forms of leadership: 1. Strict Discipline and Authority. 2. Kindness. 3. Integrity in Morality. Therefore, paternalistic leadership includes three aspects: Authority, Kindness, and Moral. Moral refers to leaders who demonstrate high personal integrity and moral, especially in the church and state, leading by personal example, and building the behavior of moral. (Jiing-Lih Farh; Bor-Shiuan Cheng 2000; Bor-Shiuan Cheng; Li-Fang Chou; Jiing-Lih Farh, 2000).

2.2 Job Satisfaction

Hoppock (1935) was one of the first scholars to come up with the concept of job satisfaction and published the writings. Job satisfaction was defined as employees' sense of satisfaction in the environment and the content of job.

Weiss, Dawis, England, and Lofquist (1967) defined job satisfaction as the internal and external satisfaction. Inner satisfaction refers to the feelings of work, independence, changeability, stability, innovation, sense of safety, the opportunity to use the ability, the power given to the job, moral values at work, so it will bring social status and sense of achievement. Then, it will determine the level of satisfaction. Meanwhile, external satisfaction refers to the personal promotion, income, compliment, and guidance on skills at work. Organization's policy executes the method and interaction as well as level of satisfaction in organization.

2.3 Organizational Citizenship Behavior (OCB)

The concept of OCB was first proposed by Barnard (1938) as a "willingness to cooperate". Later Katz (1964) proposed "extra-role behavior" and "in-role behavior". Meanwhile, Katz and Kahn (1978) stated that if an organization is to achieve high performance, employees will typically have the following three behaviors: 1. Willingness to work in the organization; 2. Obeying the rules that was ask by organization, and 3. The "in-role" and "out-of-role" behavior, which is willingness to sacrifice for the organization.

2.4 The Relationship Among Variables

2.4.1 Moral Leadership and Job Satisfaction

Jim-Tang and Wang's research (2002) found that the moral leadership has positive impact on job satisfaction, personnel, and organization. Cheng, Bor-Shiuan, Min-Ping Huang & Li-Fang Chou (2002) learned that leadership has positive impact on job satisfaction and satisfaction has positive impact on subordinates when the style of leadership is moral leadership. Z-John Liu, Wen-Min Lu & Li-Chiao Chang's research (2012) learned that when a leader is leading in moral leadership, then the subordinates have high job satisfaction. Farh, Liang, Chou Cheng's research (2008) proved that leaders who use moral leadership to lead the organization will have trust and recognized from subordinates. In fact, job satisfaction has positive impact on OCB. Therefore, subordinates' mental will have the sense of identity and imitation. This study supposed that the subordinates will rise their job satisfaction because of the moral leadership by their leaders. Thus, the first hypothesis can be developed as follow:

H₁: Moral leadership has a positive effect on job satisfaction.

2.4.2 Moral Leadership and OCB

Batem & Organ (1983) and Smith, Orang & Near (1983)'s research learned that if subordinates are satisfied with their job, they'll rise their helping behavior in organization. This helping behavior is called Organizational Citizenship Behavior (OCB). Some studies pointed out job satisfaction, the level of work, and loyalty have positive impact on OCB. (Shun-Yi Lin, 2002 ; Bor-Shiuan Cheng et al, 2002 ; Shih-Wen Pang, 2005 ; Chun-Pai Niu, 2006 ; Hui-Chi Shih 2007) According to the OCB theory, moral leadership will have the action of imitation for subordinates' behavior. The leaders' justice, unselfish, and sacrifice is the same as OCB as well as the willingness to help the organization and subordinates. Lin, Wan-Chu (2016) analyzed the four factors of OCB, which were: organizational identification, colleague assistance, organizational benefit, and being dutiful. This study doesn't discuss about organizational benefit. Thus, the second hypothesis can be developed as follow:

H_{2a} : Moral leadership has a positive effect on the organizational identification of OCB.

H_{2b} : Moral leadership has a positive effect on the colleague assistance of OCB.

H_{2c} : Moral leadership has a positive effect on being dutiful of OCB.

2.4.3 Job Satisfaction and OCB

After studying OCB due to job satisfaction, it becomes the reason say that job satisfaction influences the OCB (Smith et al, 1983). If job satisfaction is higher, then the OCB will be stronger. On the other hand, if job satisfaction is lower, then the OCB will be weaker (Organ et al, 1995). Alotaibi (2001)'s research learned that OCB has positive impact on job satisfaction. Chiboiwa, Chipunza & Samuel (2011) found little positive relationship between job satisfaction and OCB. Hsuan-Yin Chou (2010)'s research found that the partial relationship and job satisfaction negatively influenced the OCB. This study intended to discuss the relationship between job satisfaction and OCB. Thus, the third hypothesis can be developed as follow:

- H_{3a} : Job satisfaction has a positive effect on the organizational identification of OCB.
- H_{3b} : Job satisfaction has a positive effect on the colleague assistance of OCB.
- H_{3c} : Job satisfaction has a positive effect on being dutiful of OCB.

2.4.4 Moral Leadership, Job Satisfaction, and OCB

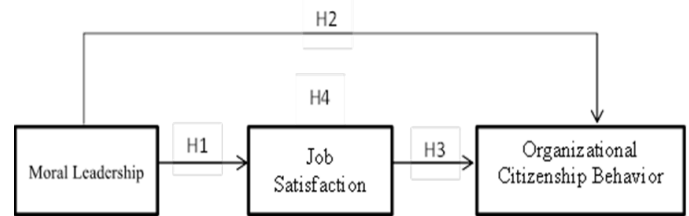
Farh, Liang, Chou & Cheng (2008) learned that a leader who leads with moral leadership will have subordinates' trust and identification. In contrast, subordinates' performance, in form of job satisfaction and OCB, are positively and significantly related. So, subordinates can focus on their job in order to rise their job satisfaction. Thus, the fourth hypothesis can be developed as follow:

- H_{4a} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect on the subordinate's organizational identification of OCB.
- H_{4b} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect on the subordinate's colleague assistance of OCB.
- H_{4c} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect on the subordinate's being dutiful of OCB.

3. RESEARCH METHOD

3.1 Research Structure

Figure 1 Conceptual Framewrok



3.2 Moral Leadership

This study adapted the research by Hsu, W. L., Huang, M. P., Cheng, B. S., & Farh, J. L (2006) about moral leadership questionnaire scale and the research by Huang, Jiun-Shian (2016) about the scale for inventory.

3.3 Organizational Citizenship Behavior (OCB)

This measurement scale was based on Lin, Wan-Chu (2016) about the four factors from factor analysis for inventory.

3.4 Job Satisfaction

The measurement scale was based on Weiss, Dawis, England and Lofquist (1967) Minnesota Satisfaction Questionnaire. This study used a short questionnaire scale.

4. ANALYSIS AND DISCUSSION

4.1 Correlation

Moral leadership had a positive and significant correlation with job satisfaction (r = 0.707**, p < 0.01). Moral leadership had a negative but not significant correlation with organizational identification (r = -0.089, p > 0.01). Moral leadership had a positive and significant correlation with colleague assistance (r = 0.564**, p < 0.01). Moral leadership had a positive and significant correlation with being dutiful (r = 0.256**, p < 0.01). Job satisfaction had a negative but not significant correlation with organizational

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identification ($r = -0.085, p > 0.01$). Job satisfaction had a positive and significant correlation with colleague assistance ($r = 0.760, p < 0.01$). Job satisfaction had a positive and

significant correlation with being dutiful ($r = 0.274, p < 0.01$). Results summary can be seen in Table 4-1 as follow:

Table 4-1
Correlation Matrix

Variable	Moral Leadership	Job Satisfaction	Organizational Identification	Colleague Assistance	Being Dutiful
Moral Leadership	1				
Job Satisfaction	.707**	1			
Organizational Identification	-.089	-.085	1		
Colleague Assistance	.564**	.760**	.020	1	
Being Dutiful	.256**	.274**	.031	.226**	1

** : $p < 0.01$

4.2 Regression Analysis

4.2.1 Moral Leadership and Job Satisfaction

The leaders who lead in moral leadership style had a positive and significant effect on subordinates who had higher job satisfaction ($\beta = 0.707$ and $p < .001$). Thus, H_1 was accepted: Moral leadership has a positive effect on job satisfaction. The result summary can be seen in Table 4-2 as follow:

Table 4-2 Data Analysis Result

Variable	Job Satisfaction
Moral Leadership	0.707*** (17.861)
N	321
R ²	0.500
Adjust R ²	0.498
F-value	319.017***
(P)	(0.000)

4.2.2 Moral Leadership and OCB

Leaders who lead in moral leadership style had a negative but not significant effect on organizational identification ($\beta = -0.809$ and $p > 0.01$). Thus, H_{2a} was not supported: Moral leadership has a positive effect on organizational identification. The leaders who lead in moral leadership style had a positive and significant effect on colleague assistance ($\beta = 0.564$ and $p < .001$). It shows that by leading in high-level moral leadership, the subordinates are willing to assist their colleagues. The H_{2b} was supported: Moral leadership has a positive effect on the colleague assistance of OCB. The leaders who lead in moral leadership had a positive and

significant effect on being dutiful of OCB ($\beta = 0.256$ and $P < .001$). Thus, H_{2c} was supported: Moral leadership has a positive and significant effect on being dutiful of OCB. The result summary can be seen in Table 4-3 as follow:

Table 4-3 Data Analysis Result

Variable	Organizational Citizenship Behavior (OCB)		
	Organization Identification	Colleague Assistance	To-be-Dutiful
Moral Leadership	-0.809 (-1.600)	0.564*** (12.207)	0.256*** (4.735)
N	321	321	321
R ²	0.008	0.318	0.066
Adjust R ²	0.005	0.316	0.063
F-value	2.560	149.019***	22.417***
(P)	(0.111)	(0.000)	(0.000)

4.2.3 Job Satisfaction and OCB

The subordinates' job satisfaction had a negative but not significant effect on organizational identification ($\beta = -0.085$ and $p > 0.01$). Thus, H_{3a} was not supported: Job satisfaction has a positive effect on organizational identification. The subordinates' job satisfaction had a positive and significant effect on colleague assistance of OCB ($\beta = 0.760$ and $p < .001$). Thus, H_{3b} was supported: Job satisfaction has a positive effect on colleague assistance of OCB. The subordinates' job satisfaction had a positive and significant effect on being dutiful of OCB ($\beta = 0.274$ and $p < .001$). Thus, H_{3c} was supported: Job satisfaction has a positive effect on being dutiful of OCB. The result summary can be seen in Table 4-4 as follow:

Table 4-4 Data Analysis Result

Variable	Organizational Citizenship Behavior (OCB)		
	Organization Identification	Colleague Assistance	Being Dutiful
Job Satisfaction	-0.085 (-1.522)	0.760*** (20.911)	0.274*** (5.084)
N	321	321	321
R ²	0.007	0.578	0.075
Adjust R ²	0.004	0.577	0.072
F-value	2.317	437.290***	25.847***
(P)	(0.129)	(0.000)	(0.000)

4.2.4 Moral Leadership, Job Satisfaction, and Organizational Identification

According to Baron and Kenny (1986), there are three conditions that should be supported, which are: 1. Independent variable has a positive and significant effect on mediator; 2. The independent variable has a positive and significant effect on dependent variable; and 3. The mediator has a positive and significant effect on dependent variable. In Model 1, moral leadership had a positive and significant effect on job satisfaction ($\beta = 0.707$ and $p < .001$); In Model 2, moral leadership had a negative and not significant effect on organizational identification ($\beta = -0.809$ and $p > 0.01$). According to the result of regression analysis, this study revealed that moral leadership only had a negative and direct effect on organizational identification without job satisfaction. The result summary can be seen in Table 4-5 as follow:

Tables 4-5 Data Analysis Result

Variable	Job Satisfaction	Organizational Identification	
	Model 1	Model 2	Model 3
Moral Leadership	0.707*** (17.861)	-0.809 (-1.600)	
Job Satisfaction			-0.085 (-1.522)
N	321	321	321
R ²	0.500	0.008	0.007
Adjust R ²	0.498	0.005	0.004
F-value	319.017***	2.560	2.317
(P)	(0.000)	(0.111)	(0.129)

4.2.5 Moral Leadership, Job Satisfaction, and Colleague Assistance

The β of job satisfaction was 0.723 and its level of significance (p-value) was < 0.001 , which showed that the effect of mediator was supported after adding job satisfaction as a mediating variable. However, the p-value of β of moral

leadership in Model 4 was greater than its level of significance, although the β -value itself declined from 0.564 to 0.053. According to Baron and Kenney (1986), the effect of mediator was not supported and completely had no mediating effect. Therefore, H_{4b} was rejected: Moral leadership has a positive and indirect effect on colleague assistance of OCB through job satisfaction. The result summary can be seen in Table 4-6 as follow:

Tables 4-6 Data Analysis Result

Variable	Job Satisfaction	Colleague Assistance		
	Model 1	Model 2	Model 3	Model 4
Moral Leadership	0.707*** (17.861)	0.564*** (12.207)		0.053 (1.034)
Job Satisfaction			0.760*** (20.911)	0.723*** (14.057)
N	321	321	321	321
R ²	0.500	0.318	0.578	0.580
Adjust R ²	0.498	0.316	0.577	0.577
F-value	319.017* **	149.019* **	437.290* **	197.596* **
(P)	(0.000)	(0.000)	(0.000)	(0.000)

4.2.6 Moral Leadership, Job Satisfaction, and Being Dutiful

The β of job satisfaction was 0.185 and its level of significance (p-value) was < 0.01 , which showed that the effect of mediator was supported after adding job satisfaction as a mediating variable. Meanwhile, the p-value of β of moral leadership in Model 4 was less than the level of significance (0.1), and the β -value itself declined from 0.256 to 0.125. Therefore, H_{4c} was supported: Moral leadership has a positive and indirect effect on being dutiful of OCB through job satisfaction. The result summary can be seen in Table 4-7 as follow:

Table 4-7 Data Analysis Result

Variable	Job Satisfaction		Being Dutiful	
	Model 1	Model 2	Model 3	Model 4
Moral Leadership	0.707*** (17.861)	0.256*** (4.735)		0.125 (1.650)
Job Satisfaction			0.274*** (5.084)	0.185* (2.438)
N	321	321	321	321
R ²	0.500	0.066	0.075	0.083
Adjust R ²	0.498	0.063	0.072	0.077
F-value (P)	319.017** *(0.000)	22.417** *(0.000)	25.847** *(0.000)	5.944* (0.015)

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the result of data analysis, there were 6 accepted hypotheses and 4 rejected hypotheses. The following are the 7 accepted hypotheses:

H₁ : Moral leadership has a positive effect on job satisfaction.

H_{2b} : Moral leadership has a positive effect on colleague assistance of OCB.

H_{2c} : Moral leadership has a positive effect on the being dutiful of OCB.

H_{3b} : Job satisfaction has a positive effect on colleague assistance of OCB.

H_{3c} : Job satisfaction has a positive effect on being dutiful of OCB.

H_{4c} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect on the subordinate's being dutiful of OCB.

The following are the 4 rejected hypotheses:

H_{2a} : Moral leadership has a positive effect on the organizational identification of OCB. This hypothesis was not accepted.

H_{3a} : Job satisfaction has a positive effect on the organization identification of OCB. This hypothesis was not accepted.

H_{4a} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect of the subordinate's organizational identification of OCB. This hypothesis was not accepted.

H_{4b} : Through the mediation of job satisfaction, moral leadership has a positive and indirect effect on the subordinate's colleague assistance of OCB. This hypothesis was not accepted.

5.1 Research Limitation

In this study, the sample was the subordinates of technical maintenance units of the Army military organizations. The sergeant had the large proportion. The result may have a limitation of generalizability. Because of the characteristic of this limitation, the result of this study will not suit for high-hierarchy activity of organization. It may also not suit for flat organizations and project teams. (Chen Samp; Bliese, 2002).

5.2 Theoretical Recommendations

The result of this study was part of the efficacy of the leaders. This study can continue to validate more important variables in organizations (e.g. job performance, organizational fairness, organizational commitment, etc.) in order to further examine the relation of moral leaders in Chinese organizations.

It is suggested that future researchers can design interview questions based on the theoretical model provided by this paper by re-examining the theoretical model with the orientation of qualitative research or case study, or explore more in-depth and unique insights that will enrich the integrity of the theoretical contexts.

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