

**THE ROLE OF ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AS MEDIATOR TO
THE RELATIONSHIP BETWEEN LEADERSHIP
STYLES AND ORGANIZATIONAL
COMMITMENT**

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by

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LIST OF ABBREVIATIONS

GCC	Gulf Cooperation Council
EDB	Economic Development Board
OCB	Organizational Citizenship Behavior
OC	Organizational Commitment
TAMKEEN	Public Authority
BIPA	Bahrain Institute of Public Administration
QEYADAT	Managerial level program addressed to Directors by BIPA
KAWADER	Managerial level program addressed to Directors by BIPA
ALBA	Aluminum Bahrain B.S.C.
ASRY	Arab Shipbuilding and Repair Yard Company
GPIC	Gulf Petrochemical Industries Company

**PERANAN PERLAKUAN KEWARGANEGARAAN ORGANISASI SEBAGAI
MEDIATOR TERHADAP HUBUNGKAIT ANTARA GAYA KEPIMPINAN
DAN KOMITMEN ORGANISASI**

ASBTRAK

Kajian adalah bertujuan untuk meninjau hubungkait antara gaya kepimpinan dan komitmen organisasi, dan perlakuan kewarganegaraan organisasi sebagai pemboleh ubah mediator dalam kalangan pemimpin di sektor awam dan swasta di Kerajaan Bahrain. Perlakuan kewarganegaraan organisasi adalah satu perkara penting yang sering diabaikan dalam kajian. Oleh itu, penggunaan pemboleh ubah mediator memberikan kelebihan kajian antara hubungkait pemboleh ubah bersandar dan pemboleh ubah tidak bersandar, dan memberikan sumbangan yang jelas kepada kesimpulan kajian. Pada masa yang sama, ia memberikan fokus kepada proses di mana pemboleh ubah memberikan kesan ke atas yang lain. Kajian lepas mendebatkan di mana ramai penyelidik terdahulu mengesahkan bahawa terdapat hubungkait signifikan yang positif antara gaya kepimpinan dan komitmen organisasi; malah ada juga pengkaji yang mendapati kepimpinan transformasional dikaitkan dengan komitmen organisasi. Walau bagaimana pun, hubungkait mediator bagi perlakuan kewarganegaraan organisasi dengan gaya kepimpinan dan komitmen organisasi tidak dibina dalam budaya timur. Oleh itu, kajian ini berdasarkan kepada penerokaan hubungkait sebagai pemboleh ubah mediator baharu dan budaya yang berlainan bagi kajian ke atas kesan gaya kepimpinan dan komitmen organisasi. Rekabentuk kajian diterangkan dengan terperinci. Alat kajian adalah dipilih dengan terperinci bagi kajian berdasarkan kepada kebolehpercayaan dan kesahan daripada kajian lepas. Analisis

data yang dikutip turut dibincangkan dengan terperinci dan keputusan diterangkan melalui kekerapan dan demografi responden. Analisis mediasi dilakukan dengan melihat kesan, sama ada ianya mengesahkan, separa mengesahkan, atau tidak mengesahkan hubungkait mediasi. Kajian ini dijalankan di Kerajaan Bahrain kerana kurangnya kajian untuk mengenalpasti gaya kepimpinan yang digunakan dalam kalangan kepimpinan warga Bahrain di kedua sektor; iaitu awam dan swasta. Juga, Bahrain membangunkan eknomoni negara yang dikenali sebagai 'Bahrain 2030' yang memfokuskan kepada kepelbagaian sumber pendapatan ekonomi, dan salah satu rancangan adalah untuk mencapai visi yang mengerat dan menambahbaik keupayaan tenaga kerja di kedua sektor, terutama dalam kalangan pemimpin. Dari kajian ini, adalah disimpulkan bahawa Bahrain memaparkan dirinya sebagai kepimpinan transformasional berbanding kepimpinan transaksional. Didapati gaya kepimpinan, iaitu transformasional dan transaksional, menunjukkan hubungkait signifikan yang positif terhadap ketiga-tiga jenis komitmen organisasi, iaitu komitmen afektif, komitmen berterusan dan komitmen normatif. Juga, kajian ini mendapati perlakuan kewarganegaraan organisasi (pemboleh ubah mediator) adalah positif dan signifikan yang mempengaruhi gaya kepimpinan dan komitmen organisasi. Keaslian utama dan nilai kajian ini adalah menerangkan jurang penyelidikan, di mana kebanyakan kajian adalah memberikan fokus kepada sektor swasta berbanding sektor awam dan kesan mediasi perlakuan kewarganegaraan organisasi ke atas hubungkait antara gaya kepimpinan dan komitmen organisasi yang mana tidak diuji dan diberikan pertimbangan oleh pengurusan organisasi dalam merancang masa hadapan ke arah pengukuhan komitmen organisasi.

**THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS
MEDIATOR TO THE RELATIONSHIP BETWEEN LEADERSHIP STYLES
AND ORGANIZATIONAL COMMITMENT**

ABSTRACT

The purpose of this study is to explore the relationship between leadership styles, organizational commitment, and organizational citizenship behavior as a mediating variable in both public and private sector leaders in the Kingdom of Bahrain. Organizational citizenship behavior as an essential area of study were in debate about the positive and negative consequences through the literatures, while most of the studies were support the relationship of organizational commitment that leads to organizational citizenship behavior, there are other studies that support the opposite of organizational citizenship behavior which leads to organizational commitment. Therefore, the use of mediating variable gives more insight into the relationship between the dependent and independent variables and contributes to the clarity of conclusions. Besides, it focuses on the process by which one variable affects another. In this study, exploration of these variables and their impacts has had been presented. Previous studies were in a debate; some researchers confirm a positive significant relationship between both leadership styles and organizational commitment, while others concluded that transformational leadership is associated with organizational commitment. However, the mediating relationship of organizational citizenship behaviors between leadership styles and organizational commitment is not developed by previous studies in eastern culture. The study, therefore, is based on exploring such

a relationship as a new mediating variable and as a different culture to study the impact of leadership styles and organizational commitment. The research design is explained in detail. Survey tools are carefully selected for the study based on previous studies reliability and validity. The analysis of data collected was discussed in details and results were explained with all the frequencies and respondents' demographics. Mediation test is done to test the mediating variable impact, whether it confirms, partially confirms, or does not confirm the mediating relationship. The study was conducted in the Kingdom of Bahrain as very few research was conducted to identify leadership styles adopted by Bahraini leadership in both sectors; namely public and private. Also, Bahrain developed an economic vision called 'Bahrain 2030' which focuses on economic income diversification, and one of the plans to reach that vision is to enhance and enrich the manpower on both sectors, and especially among the leaders. From the study, it is concluded that leadership in Bahrain fairly presents itself as a transformational leadership compared to transactional leadership. It is found that leadership styles; namely transformational and transactional, show a positive significant relationship with the three types of organizational commitment; namely affective commitment, continuance commitment, and normative commitment. Also, the study explored that organizational citizenship behaviors (mediating variable) were positively and significantly affecting both leadership styles and organizational commitment. The originality and value of this study is that it has addressed a research gap, where most of the studies reviewed focus mainly on private sector rather than public sector and a mediating impact of organizational citizenship behavior on such relation between leadership styles and organizational commitment which seems not to be tested and to be considered by management in organizations in future planning to enhance organizational commitment.

CHAPTER 1 - INTRODUCTION

1.1 Introduction

The differences between the leadership styles noticed recently, which reflect the importance of focusing on organizational commitment between leaders who define important strategic and operational objectives, consider the composition of their portfolio and the specific attributes of their industry in order to maintain and strengthen core business that drive incremental growths, align management with short-term and long-term financial targets, and pursue growth (Dye, Renee, & Sibony, 2006).

Leadership is a process where an individual (called leader) influences other individuals (called followers) to achieve a common goal related to life, organization, or could be both (Northouse, 2013). Leadership, therefore, is considered an important factor that assures the success of any group of individuals or team within the organizations to achieve the common goal or objective they are aiming for. It is clear that organizations today face increasing challenges which require them to adapt to such challenges by capturing the opportunities for growth and development and avoiding weakness by building strength and competitive advantages. The human capital is one of the key components of competitive advantages for any culture and organizations. The human capital is the main dynamic source that leads to success besides all other sources either financial, environmental, and/or economic. Within that human capital, leaders or leadership are the top of the hierarchy of any organization and are considered as the most diverse and complex topic that scholars wrote about throughout more than a hundred years of research (Day & Antonakis, 2012). Another statement about leadership;

“In industrial, educational, and military settings, and in social movements, leadership plays a critical, if not the most critical, role, and is, therefore, an important subject for study and research” (Bass, 2008, p.25).

The above statement by Bass leads us to focus on that category of human capital in which leadership plays a critical role within their organizations of whatever type and purpose, and to go even deeper to define the different styles of leadership which are –according to the scholars-, four different styles of leadership; charismatic leadership (Weber, 1947), situational leadership (Hersey & Blanchard, 1969), transactional leadership (Burns, 1978), and transformational leadership (Bass, 1985). Each of those leadership styles has its own characteristics, advantages, and disadvantages depending on the where, when, and the demographic characteristics of the followers or the group of individuals that need to be led.

The organizational citizenship behavior, which is work-related behaviors that are discretionary, not related to the formal organization reward system, and in the aggregate promotes the effective functioning of the organization (Organ, 1988). Therefore, the need to assure the organizational commitment of the leadership in order to achieve such strategies and objectives is a must.

This study is to explore any relationship between the three factors and how they are affecting each other. Those factors are; leadership styles, organizational commitment, and organizational citizenship behavior. Also, the study is specifically conducted in Bahrain and suggested a set of recommendations to promote organizational

commitment through the link between leadership and organizational citizenship behavior.

1.2 Background of the Study

In today's fast-moving and a complex global environment characterized by more challenging and diverse businesses, and more intensive competition between not just the organizations but also between the countries globally, the ability to innovate and deploy faster and gain more profitability than other competitors is now a requisite for growth and success. Leaders from different organizations and companies own the crucial and most sophisticated role in deriving the growth, success, and development of any organization or company through the application of their different leadership skills, knowledge, and attitude that lead to such improvements. One of the most important roles of a leader in the development of innovative plans and processes (short-term or long-term which is the strategic planning), and along with being able to implement, control, and review them as needed to achieve the targeted results (Tung and Yu, 2016; Slimane, 2015; Al-Zboon and Hasan, 2011; Amabile and Khaire, 2008; Jain and Saakshi, 2008; Einhaus, 2000). Thus, Bahrain was not excluded.

Back to 1931 when the first oil well was discovered in Bahrain and it was the first among the other Gulf Cooperation Council (GCC) countries to do so. Despite the lack in the size of the available mainland of oil reserves compared to the other GCC countries, it is expected that the mainland oil reserves will be depleted within the next 15 years. Bahrain also was the first to recognize the need to diversify its economy. Bahrain's daily production levels stand at approximately 11,635 barrels per day from the mainland Awali and 54,741 barrels per day from the offshore Abu Safah field

which Bahrain shares with Saudi Arabia. (Bahrain Independent Commission of Inquiry Report, 2011)

Bahrain's petroleum production and refining is the main and largest industry which constitutes around 79% of total Bahrain's exports and the production and export of aluminum is the second largest industry. The other sectors of Bahrain economy are; the financial sector that constitutes 26% of growth in the gross domestic product (GDP). Bahrain's financial sector is considered among the central pillars of the economy locally and one of the important centers of Islamic banking globally. Unlike other countries in the region, Bahrain's prosperity has been less dependent on its oil reserves and diversified significantly earlier, becoming known for its financial institutions as early as the 1970s. In addition to this, huge construction and development projects are evidence of one of the fast growing and freest economies in the Arab world (Bahrain Independent Commission of Inquiry Report, 2011).

In the past decade, Bahrain's government commenced with a series of structural reforms that started with the foundation of Bahrain Economic Development Board (EDB) in 2000, as a dynamic public agency with an overall responsibility for formulating and overseeing the economic development strategy of the Kingdom of Bahrain with the role of providing leadership by uniting all of Bahraini stakeholders under the Economic Vision 2030, and to develop key strategies for growth (Economic Development Board, 2011).

Since 2008, Bahrain has started a new economic vision (called Economic Vision 2030 or Bahrain 2030). Bahrain Development Board stated that the Economic Vision 2030, which was launched in October 2008 by His Majesty King Hamad bin Isa Al-Khalifa, is a

comprehensive economic vision for Bahrain, providing a clear direction for the continued development of the Kingdom's economy and, at its heart, is a shared goal of building a better life for every Bahraini. The Economic Vision 2030 focuses on shaping the vision of the government, society, and the economy, based on three guiding principles: sustainability, fairness, and competitiveness (Economic Development Board, 2013).

Thus, Bahrain has launched a special logo in promoting the economic vision as depicted in the logo in Logo 1.1.



Logo 1.1. Bahrain Economic Vision Logo

Bahrain 2030 overriding aim is to improve the living standards for all Bahrainis. It also aims at developing the opportunities for the private sector by the help of public sector ministries and institutions as they are playing a pivotal role in the engine of growth and productivity in Bahrain by implementing their innovative strategic planning for the successful achievements of the economic vision. For any organization to success and accomplish it is the vision, resources that are available, such as financial resource, physical resources, information resources, and most important the human resources (also called human capital), are considered crucial. Bahrain should focus on the human resources as the dynamic in the process of achieving the vision of 2030. (Economic Development Board, 2011)

The main resource for Bahrain to achieve the 2030 vision is the human capital that should be led by professional leaders who are committed to their organizations. But the questions are; what are the styles of leadership that Bahraini workforce in both public and private adopts, how leadership styles affect positively or negatively the organizational commitment and do the mediating of organizational citizenship behaviors enhance such a relationship to the best of organization accomplishments and effectiveness.

Bahrain's economic vision depends on the availability of many factors such as the infrastructure, funds, political stability, social prosperity, and most important talented workforce that can utilize the available resources in an efficient and effective manner. Bahrain in 2006 established Tamkeen, which is one of the cornerstones of Bahrain's national reform initiatives and Bahrain's Economic Vision. Tamkeen is tasked with developing Bahrain's private sector and positioning it as the key driver of economic development with two primary objectives; the first, to foster the creation and development of enterprises, and the second is to provide the support needed to enhance the productivity and growth of both enterprises and individuals. To date, Tamkeen's programs have benefited more than 100,000 Bahrainis and businesses (Tamkeen Institution, 2015).

Tamkeen, as mentioned, has been formed with the mission to enhance the quality of private sector workforce to become certified professionals and leaders. In 2006, in order to enhance the workforce in the public sector, Bahrain's government, under the royal decree No. (65) for the 2006 have established a specialized institute called Institute of Public Administration (BIPA) with a vision to "Advance government performance for sustainable development" and a mission focusing on "working to

achieve advanced government performance that supports economic and social development plans, through performance development for providing services aligned with the development aspirations; enhancing the management of resources that enable the delivery of these services; building capacity to conform to the creative changes for the continuous development; and developing policies and strategies that guarantee the achievement of sustainable development". BIPA seeks to achieve its objectives through the provision of learning and training to develop skills, knowledge and behavior; offering consultancy services to contribute to the decision-making process; development of scientific research to solve problematic issues; and execute coaching and assessment to build and develop capacity in addition to the delivery of strategic communication activities to promote awareness and culture of government performance”.

BIPA, during the last few years and based on its mission, started a set of programs starting from entry level employees to top management, particularly those related to top management, KAWADER (also known as top management preparation program). It also focused on heads of departments and building their leadership skills. Another program called Qeyadat (Leaders) focused on director level at government and building on the KAWADER program to add strategic responsibilities towards their organizations. KAWADER program really works on building leadership skills and that shows that the government are working on and are committed to developing leaders and the focus has been on two styles of leadership: transactional and transformational leadership.

Both organizations were established to enhance the quality of the Bahraini labor workforce in both sectors to become globally competitive. Since 2016, the government of Bahrain has started negotiating about Tamkeen's additional roles of developing also the public sector workforce in line with BIPA, and that will be applied in 2017.

1.3 Problem Statement

When comparing the working environment between public sector organizations and private sector organizations, private sector organizations usually provides a challenging work environment where followers (group of individuals) are committed to achieving the goal of the department, directorate, and the organization. Some arguments arise that the financial rewards provided in the private sector and the recognition are the reasons for such commitment, but it cannot be denied the leadership role, who is able to make the team or group of individuals work with him following his vision and do their assigned mission. While organizations in the public sector show more job security compared to private sector (Surbhi, 2015), also the focus on other factors besides commitment to achieving the goals. That is clear when it comes to the yearly employee evaluation form factors that have changed to performance evaluation beginning from 2016 with more focus on goals that have been set and achieved, including the employee's commitment on attendance and showing up to achievement during the year (Civil Service Bureau, Employee Appraisal Form). The same also might happens in the private sector.

Studies and researches on leadership in Bahrain's economy, in general, are very small in number and in the public sector could be fewer. Bahrain 2030 vision focuses on the need to diversify the national economic income through the partnership with the

private sector. To do so, the government of Bahrain established Tamkeen, as an institution tasked with developing Bahrain's private sector and positioning it as the key driver of economic development with two primary objectives; the first, to foster the creation and development of enterprises, and the second is to provide the support needed to enhance the productivity and growth of both enterprises and individuals (Tamkeen Institution, Bahrain 2015) and Public Administration Institute (BIPA) for the development of both organizations and individuals in the public sector. Currently, in 2017 with the budget cut, both institutions will work together to develop both sectors with the focus on the youth generation who are willing to learn and become capable of transforming the knowledge learned into actions; the development of leaders is the focus (Tamkeen, 2017).

It worth to mention that the leading practice in Bahrain is not so clear or obvious, due to the weakly related literature as previously mentioned, but it observed and notice that the universities and educational institutes in Bahrain has been advanced, and still providing a constant knowledge and learning to the business practical field. Empower the youth to take responsibility and contribute to the country economic development associated with new Bahrain economic vision 2030. However, the study of Mohamed and Eleswed (2013) in private sector (banking industry) found that youngest people (worker) have less commitment compared to the oldest workers in Bahraini organization, who may be less enthusiastic compared to the younger worker looking for advance jobs or new locations. Furthermore, the study emphasized that to increase the organizational commitment, the organization must ensure job satisfaction through constantly improved it and set it as one of the leadership's objectives and aims. A master study by Alqattaf (2018) investigating the relationship between employee's

motivation and satisfaction in public sector institution found that 51.2% of the study population were somewhat satisfied compared to 23.8% were extremely satisfied. The study also found that even if the employees are motivated, it will not ensure employee's satisfaction and therefore committed (42.5% of the employees are thinking of quitting their jobs). The study suggested that the managers have to enhance their role as a main player between the working floor and high management floor, they should be aware of their managerial roles to change the behavior of their employees in turn it into positive behaviors and to attend training sessions to increase their awareness about employee's motivation and job satisfaction to achieve organization objectives. It also added that "due to the Bahraini cultural effect on employees' behavior, the implication of this research's recommendations is not merely beneficial for the GSCOR; their implication will be useful for the prosperity of any other public organization in the Kingdom of Bahrain, by increasing employees' commitment to their organizations and by reducing the level of employees' turnover and absenteeism" (Alqattaf, 2018, P. 61). Another study by Matarid, Sobh, and Ahmed (2018) investigating the impact of organizational justice and demographics on faculty retention in Bahrain found that, "the major challenge of private universities is an emerging rate of high turnover of faculty member's despite of the central role in the sustenance of universities" (P. 1806), and that their retention rate constitute difficulty for private universities. A report by Civil Service Bureau (CSP) published by AlAyam newspaper (March, 2019) show that 8,025 employees out of 41,033 workers (Central Information Organization Report, 2016) from 46 government institutions applied for early retirement in less than one year when offered by CSP, which constitute 19.6% of total employees, of that 75% are less than the age of 50 years old. The report does not include reasons why 8,025 employees choose voluntary to early settle and quit their jobs, put such figure addresses questions on hidden reasons especially that those

employees are from different age category with majority are below 50 years old. Is it because of motivation, job satisfaction, better opportunities, and that return us back to the study of Alqattaf (2018) were she state that 42.5% of the total work force are thinking of quitting their jobs, were she suggested increasing the role of managers and to be more aware of behaviors that effect employees positively and therefore increasing organizational commitment. Another study by Yahaya and Ebrahim (2016) emphasized that there is a direct relationship between leadership styles and worker commitment, as well as the relationship with citizenship behavior (Majeed et al., 2017). And according to Hidayat et al. (2017), Bahraini organization commonly based transformational leadership and transactional leadership styles, but there are no studies in Bahrain organization figure out how much this leadership styles impact the organizational commitment, especially that any intend to increment organizational commitment need a strength leading plans, with extra aware of the developing state of the country. Therefore, the organizational commitment needs a depth analysis to grasp the whole state in the organizations.

Furthermore, previous studies have driven the relation model between leadership styles and organizational citizenship behavior by considering trust, job satisfaction personal identification, motivation, goal commitment, work engagement, efficacy, and procedural justice as mediators (Kim, 2012), as well as studies asserted that the organizational citizenship behavior practice leads and cause the organization commitment. Taking in consideration the undeniable relationship between leadership and organizational commitment as well as organizational citizenship behavior, there are also studies by Zayas-Ortiz, Rosario, Marquez, and Gurneiro (2015) emphasized the relation between the organizational citizenship with organizational commitment. Revising all these significances in the organization success and competitive

advantages acquiring, increase the motivation for identifying a model can link these variables together in one model that can describe the relationships among them. Until now there is no study or model covers this gap.

Leadership is one of the factors that lead to success. However, there are other factors such as organizational commitment and organizational citizenship behavior that affect the success and development of any organization and show relationship and effect when linked together. Therefore, this study focus on exploring and identifying the styles of leadership between the managerial levels in Bahrain in both public and private sectors and how such a style is affecting and impacting the level of organizational commitment, and how the organizational citizenship behavior as a mediating variable has an impact on the relationship between the style of the leadership and the level of organizational commitment as the previous studies revealed a linkage between each of the three factors.

1.4 Gaps of the Study

Leaders might choose or adopt a certain type of leadership to lead their business into the success and achievements of the objectives; however, those different styles of leadership have impacts on the way leaders behave and might impact either positively or negatively over the organizational commitment level. According to Mowday et al. (1982), leadership has been considered as a key determinant organizational factor of organizational commitment, and that is what the study will go through to explore the different leadership styles in Bahrain with the focus on transactional and transformational leadership and what the impact is.

During the review of previous studies and researches on leadership styles, organizational commitment, performance, etc, it has been noticed that they are conducted on the private sector rather than the public sector for many reasons; either because they can link the leadership with financial or non-financial factors, or other performance measures which in the public sector might be hard to link or have access to such information. This focus on private sector according to Jogulu and Wood (2008) has been motivated because of the immediate aspect and easiness of leadership to be identified in terms of; styles, skills, and traits. Furthermore, there is very little research available from the literature that examines the links between leadership behavior and employee's satisfaction and organizational commitment (Mosadeghard & Ferdosi, 2013), even those studies are conducted or based on western countries (Mosadeghard & Ferdosi, 2013; Jogulu & Wood, 2008). However, studies that investigate job satisfaction and/or organizational commitment ignore the analysis of leadership behavior.

A mediating variable in this study introduced to examine the level of relation and impact of leadership styles on organizational commitment when the organizational citizenship behaviors are mediating between them, and whether such mediating role proven to have a positive strong relationship and effect.

Organizational citizenship behavior (mediating variable) is defined by Organ (1988, p.4) as "work-related behaviors that are discretionary, not related to the formal organization reward system, and in the aggregate promote the effective functioning of the organization". Studies revealed that leadership behaviors are positively linked with high-performance ratings, overall satisfaction and commitment, better objective performance, and satisfaction with supervisor (Graen et al., 1982; Vecchio & Godbel,

1984; Duchon et al., 1986; Nystrom, 1990; Liden et al., 1993). Therefore, organizational citizenship behavior may be related to those tasks that are not part of job performance, but they are highly required by the organization (Schnake, 1991). According to Aydoğan (2010), it is found that employees who developed organizational and/or professional commitment are more likely to perform organizational citizenship behavior compared to the ones that did not and that employees will be committed to their organizations because of the opportunities they are offered, and this commitment becomes organizational citizenship behavior with the time which contributes to the organization itself (Bolat & Bolat, 2008). The previously discussed literature agrees with the conclusion of Mena (2015) the generally accepted view in the study of organizational behavior that organization citizenship behavior considered the causal effect of organizational commitment, and that most of the studies are supporting that relationship between organizational commitment and organizational citizenship behavior, and that organizational citizenship behavior is antecedents of organizational commitment (Mathieu & Zajac, 1990; Shore & Wayne, 1993; Podsakoff and MacKenzie, 1997; Tepper, 2004; Mena, 2015; Rauf, 2016; Traiyotee et al, 2019). However, Mena (2015) added that besides that most of the studies support the relationship between organizational commitment and organizational citizenship behavior, there are some studies that support the opposite of organizational citizenship behavior leading to organizational commitment, and that was in line with the study of Rauf (2016). Mena (2015) reviewed different literatures that examine organizational citizenship behavior and reached a conclusion that the consequences of organizational citizenship behavior in the literatures were reported to have both positive and negative effects. Furthermore, Mena (2015) added that a study by Tepper et al. (2004) found that organizational citizenship behavior does

affect the attitudes of fellow employees positively and consequently enhance the organizational loyalty and commitment among organization members. Therefore, in the cause and effect relation of organizational citizenship behavior and organizational commitment (as stated earlier) there are more studies that support the relation of organizational commitment predicts organizational citizenship behavior and fewer that support the opposite of organizational citizenship behavior predicts organizational commitment.

As a result, literatures were in debates of the consequences of organizational citizenship behavior, Dwayne (2014) stated that the study of organizational citizenship behavior consequence is still in its infancy, Mena (2015) and Rauf (2016) suggested as well for additional research and strong and that more thorough research needs to be done to overcome such inconsistency in these subjects. Therefore, from the previously gaps of study and the need for additional thorough research and because of such as study to explore the relationship between the three variables together; leadership styles, organizational commitment, and organizational citizenship behavior which none of the previous studies conducted the similar study -up to my knowledge at the time of this study- but have reached different result that worth to be explored.

1.5 Research Objectives

This study is focusing on two styles of leadership to fulfil the objectives and answer the research questions of defining the different styles of leadership and the impact on organizational commitment and whether the mediating variable of organization citizenship has any relevant effect over that relationship either positively or negatively.

The objectives of this study are:

1. To investigate the relationship between leadership styles and organizational commitment among managers in the public and private organizations in Bahrain.
2. To investigate the mediation of the organizational citizenship behavior between leadership styles and organizational commitment among managers in the public and private organizations in Bahrain.
3. To examine the impact of leadership styles on organizational commitment among managers in the public and private organizations in Bahrain.
4. To examine the mediation impact of the organizational citizenship behavior on leadership styles and organizational commitment among managers in the public and private organizations in Bahrain

1.6 Research Questions

The above research objectives will be answered based on the following research questions (RQ):

RQ1: What is the relationship between leadership styles and organizational commitment among managers in the public and private organizations in Bahrain?

RQ2: What is the mediation of the organizational citizenship behavior between leadership styles and organizational commitment among managers in the public and private organizations in Bahrain?

RQ3: How is the impact of leadership styles on organizational commitment among managers in the public and private organizations in Bahrain?

RQ4: How is the mediation impact of the organizational citizenship behavior on leadership styles and organizational commitment among managers in the public and private organizations in Bahrain?

1.7 Significance of the Study

The following paragraphs describe the practical and theoretical significance of the study.

1.7.1 Practical Significance:

Bahrain's economy and market has prospered over the last decades and because it is part of the pioneering nations within its region, it could do better and better. The new strategy adopted by the Bahraini government that aims at the transformation from an economy that is mainly relying on the oil wealth (which is a non-renewable source) to a more productive and diversified economy that is able to avoid any economic disaster. This has been interpreted in the vision called 'the economic vision of Bahrain 2030' which cannot be achieved without the existence of a real co-operation with the private sector organizations that are considered the source of economic development and prosperity through the support of the government. The government should seek alliances with the private sector organizations that are the engine of any economy. Both sectors, the public and the private, are in a continuous process of recruiting, deploying, and developing talented leadership that are capable of shifting their economy/organizations towards their vision and achieving their strategic goals through the proper strategic planning and perfect implementation. The economic vision 2030 that focuses on the development of Bahrain's economy and ensures the diversification to achieve the economic prosperity status is faced with limited resources and capabilities available, and here comes the importance of leadership roles in both sectors. The current study will shed lights on the main resource in the organization that

has a great role in organization progression and shifted toward the new vision, which is the human resources. The study conducts both leaders (management section) and the employee (followers), as well as this study define both leadership styles and whether or not they show a positive relationship and impact on organizational commitment and organizational citizenship behavior in both sectors in the Kingdom of Bahrain.

Therefore, a study of leadership styles, organizational commitment, and organizational citizenship behavior has not been researched in Bahrain. This study contributes to leadership styles effect on organizational commitment, taking into consideration the organizational citizenship behavior as mediating variable. Although Bahrain is not exclusion, this study might present different results which could be due its own characteristics and differences if compared to other studies that were conducted mostly on western rather than eastern culture.

The research gain significance due to the expected results that are evidence to the leadership and management to the current states of their followers' commitments, and their leadership strategic impact on it, therefore, they can efficiently advance or improve their leadership activities, and how can they use the organizational citizenship behavior improve organizational commitments.

1.7.2 Theoretical Significance

The current research gains theoretical significance due to the significance of both leadership styles and organizational commitments, which both are considered crucial success factors of business, and both are wide fields to study and investigate, also the research assesses the mediating variable of organizational citizenship behavior impact on the relationship between leadership styles and organizational commitment. The

current research will enrich both foreign and Arabic literature on the leadership and managing people scopes, due to the rare studies conducting Arabic developing countries, which different compared to the foreign countries.

1.8 Study Terminology

Leadership styles theoretically defined as "a form of influence and guide followers toward the shared vision and targeted goals" (Bokhari et al., 2017, p.2). While practically the term leadership styles defined as the common forms used by leaders to influence followers and guide them to the targeted objectives, where the most dominant styles according to the research study results of Hidayat et al. (2017) performed in Bahrain were determined in the transformational leadership and transactional leadership.

Organizational Commitment: the theoretical definition is " the relative strength of an individual's identification with and involvement in his or her organization" (Kim, 2012, p.869). While practically the term organizational commitment defined as the relative strength that Bahraini workers (employee) exhibit and reflects their involvements in organizations, that divided into three dimensions, namely affective commitment, continuance commitment, and normative commitment.

Organizational Citizenship Behavior: the theoretical definition is "individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that, in the aggregate, promote the effective functioning of an organization" (Lucey, 2017, p.15). While practically the term organizational citizenship behavior defined as Bahraini organization employees' behaviors that are

discretionary, not directly or explicitly identified by the formal reward system which enhances the effective functioning of the organization, which distinguished five distinct dimensions include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

1.9 Study Scope

The study scope defined in the leadership's styles in the Bahraini organization that limited by two leadership styles, which are transformational leadership and transactional leadership. However, the study also will conduct the organizational commitment includes its relevant three types, namely affective commitment, continuance commitment, and normative commitment. Furthermore, the study will consider the organizational citizenship behavior as mediation variable between two variables: leadership styles, and the organizational commitment.

1.10 Structure of the Study

The study will be structured into five main chapters as follows:

- Chapter Two is the literature review chapter in which a review of the relevant literature to the study is provided. The main objective of this chapter is to chart the historical development of the challenges, characteristics, and responsibilities of leadership, their roles in general and the strategic leadership, then to look at leadership in both private and public sectors with an emphasis on leadership styles, namely transformational leadership and transactional leadership and their impact on organizational commitment and the mediating variable effect of organizational citizenship behavior on leadership styles and organizational commitment relationship.

- Chapter Three is the research methodology chapter which discuss the following points:
 - Study design, the design or steps that guide the implementation of research.
 - Study population: this part discusses the research population as a source of valid, reliable and relevant data to the study to cover its objectives.
 - Operational definition: this part discusses the decision of the researcher to measure the variables in the study.
 - Instrumentation part discusses the study sources of measurement for the study.
 - Data collection procedures: this part presents the research plan which is divided into two phases. The first phase set the questions and search for answers from available secondary data and modify (if needed) the questions or the objectives of the study. The second phase is about the research designs whether qualitative, quantitative or a combination of both is discussed.
 - Scale reliability: This part discusses the consistency of the instrumentation used in study measurements to produce similar results.
 - Data analysis: this part discusses the process used to extract, compile and model data collected and transfer it into constructive information to formulate a conclusion to the study questions and objectives.
- Chapter Four is the data collection procedures and strategies for data analysis and findings. This chapter discusses the data collected through two methods: the secondary data that are valid, reliable and relevant to the study and the survey as well as the data analysis strategies which depend mainly on the methods used for data collection.
- Chapter Five is the discussion. It discusses the findings throughout the study, assess the relationship and discuss the objectives.

- Chapter Six is the concluding chapter. It discusses the contribution, limitations, and impact of the study and address recommendations for further researches.

1.11 Conclusion

This chapter tackles the research study background and answers the question of problem statement, significance of the study, the objectives and questions that are to be answered to reach the result on how leadership styles as independent variables impact the organizational commitment as a dependent variable and how the mediating variable of organizational citizenship behavior impacts both leadership styles and organizational commitment.

CHAPTER 2 - LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the variables of the study namely; leadership styles, organizational commitment, and organizational citizenship behavior and their relationship from the literature, theoretical background, research framework, and research hypotheses. The study aimed to define styles of leadership, the relationship between leadership styles, organizational commitment and the way the mediating variable of OCB affect such relationship in the Kingdom of Bahrain.

2.2 Organizational Commitment

Organizational commitment is a concept where the employees of any organization feel themselves committed toward the organization objectives for various reasons that differ from one employee to another depending on the employee characteristics, demographic, cultural, and personal needs and other factors that are to be discussed in the following parts. Organizational commitment, according to Meyer et al. (2001), is “a force that binds individual to a course of action that is of relevance to a particular target”, and that the organizational commitment is a process where objectives of every individual and organization have been integrated and mixed (Hall et al., 1970). Another definition by Porter et al. (1974) of organizational commitment is “the strength of an individual’s identification with and involvement in a particular organization”.

According to Cohen (2003), the concept of organizational commitment has grown in popularity in the literature on industrial and organizational psychology. The early studies conducted on organizational commitment have viewed it as a single dimension

that is based on attitudinal perspective, embracing identification, involvement, and loyalty (Porter et al., 1974), where the attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization. Another prospective on organizational commitment has been introduced by (Becker, 1960; Alluto, Hrebiniak & Alonson, 1973), whose perspective on organizational commitment views it as an exchange-base definition or side-bet theory, where the organizational commitment according to theory holds that employees are committed to their organization as long as they are in the position with regards to the stressful condition their position might put on them; however, the commitment of these employees to their organization is considered active until an opportunity arises with better benefits where they will be willing to leave the organization. The side-bet theory introduced earlier has been supported by Mowday et al. (1982) who describe organizational commitment as a behavior relating to the process by which individuals (employees) become locked into a certain organization and how they deal with this problem. This behavior by the individuals toward the commitment to their organization can be explained through the calculative and normative organizational commitments. According to Hrebiniak and Alutto (1972), the calculative and normative organization commitment is defined as the individual (employee) desire (commitment) to continue working with the organization based on weighing the cost against benefits of leaving the organization.

Meyer and Allen (1991) have concluded a desire that reflects an employee's organizational commitment, need, and obligation to maintain their membership in the organization. The initial view of organizational commitment by Meyer and Allen