ABSTRACT

The relationship among the Leader-member exchange (LMX), organizational justice and organizational citizenship behavior (OCB) in primary school were researched. We proposed the organizational justice as the mediation variable and estimated the mediation effect from its effects on LMX and OCB. Questionnaire investigation is adopted at this research; 350 primary schools teachers in ChangHua County are the objects of study, the valid samples are 312, the valid rate of questionnaire recovery is 89.1% and the data are analyzed by using the SPSS12. The followings are the summarized results of the above: 1. LMX had the noticeable positive effect on OCB. 2. LMX had the noticeable positive effect on organizational justice. 3. Organizational justice had the noticeable positive effect on OCB. 4. Organizational justice had the Mediation effect on LMX and OCB. 5. Different teacher background variables would lead the different results among LMX, organizational justice and OCB. According to the results above, some suggestions are provided as the references for world of education and the related research papers in the future.

Keywords : leader-member exchange ; organizational justice ; organizational citizenship behavior
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