

Transformational Leadership and Organizational Citizenship Behavior : The Mediation Effects of Organizational Commitment

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ABSTRACT

A contingency model describing the mediation effects of Organizational Commitment and Job Satisfaction, respectively, on the Transformational Leadership and Organizational Citizenship Behavior was proposed and tested. This study aimed to examine the relationship among Transformational Leadership, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior. It further investigated both mediation effects, in terms of Organizational Commitment and Job Satisfaction, on the relationship between Transformational Leadership and Organizational Citizenship Behavior. A survey research was conducted using a sample of elementary teachers in Chang Hwa county. Structural Equation Modeling (SEM) analysis was used to test the hypotheses. The major findings of this research are as follows : 1.Principal Transformational Leadership had no significant prediction in teachers ' Organizational Citizenship Behavior. 2.Principal Transformational Leadership had a direct positive prediction in teachers ' Organizational Commitment. 3.Principal Transformational Leadership had a direct positive prediction in Job Satisfaction. 4.Organizational Commitment had a direct positive prediction in Organizational Citizenship Behavior. 5.Job Satisfaction had a direct positive prediction in Organizational Citizenship Behavior. 6.Principal Transformational Leadership had an indirect positive prediction, through the mediation effects of Organizational Commitment and Job Satisfaction, respectively, in Organizational Citizenship Behavior. Based on the results of the research, some suggestions for educational administration agencies, principals, teachers and future related study are proposed.

Keywords : transformational leadership ; organizational citizenship behavior ; OCB ; organizational commitment ; job satisfaction

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