

Transformational Leadership and Organizational Citizenship Behavior: The Mediation Effects of Organizational Justice ...

徐文男、童惠玲

E-mail: 9701107@mail.dyu.edu.tw

ABSTRACT

A contingency model describing the mediation effects of Organizational Justice and Leader-Member Exchange, respectively, on the Transformational Leadership and Organizational Citizenship Behavior was proposed and tested. This study aimed to examine the relationship among Transformational Leadership, Organizational Justice, Leader-Member Exchange and Organizational Citizenship Behavior. It further investigated both mediation effects, in terms of Organizational Justice and Leader-Member Exchange, 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 influence in teachers' Organizational Citizenship Behavior. 2. Principal Transformational Leadership had a direct positive influence in teachers' Organizational Justice. 3. Principal Transformational Leadership had a direct positive influence in Leader-Member Exchange. 4. Organizational Justice had a direct positive influence in Organizational Citizenship Behavior. 5. Leader-Member Exchange had a direct positive influence in Organizational Citizenship Behavior. 6. Principal Transformational Leadership had an indirect positive influence, through the mediation effects of Organizational Justice and Leader-Member Exchange, 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 justice, leader-member exchange, LMX, organizational citizenship behavior, OCB

Table of Contents

內容目錄 中文摘要	iii	英文摘要	iii
iv 誌謝辭		vi 內容目錄	
vii 表目錄		ix 圖目錄	
xii 第一章 緒論	1	第一節 研究動機	1
1 第二節 研究目的	3	第三節 研究範圍及工具	3
4 第二章 文獻探討	5	第一節 組織公民行為	5
5 第二節 轉型領導	13	第三節 組之公平	13
19 第四節 領導者部屬交換	28	第三章 研究方法	28
33 第一節 研究架構	33	第二節	33
研究假設	34	第三節 研究工具	34
研究對象及抽樣方法	42	第四節	43
資料分析與發現	48	第五節 量表因素分析與信度分析	43
第二節 差異分析	50	第一節 樣本資料特性分析	48
64 第四節 整體模式衡量分析	77	第三節 量表信度與效度分析	48
85 第六節 中介效果驗證	87	第五章 結論與建議	87
93 第一節 結論	93	第二節 建議	93
99 第三節 研究限制與後續研究者建議	100	參考文獻	100
102 附錄A 問卷	114	附錄B 預試量表因素分析	114
122			

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