

The Relationships among Transformational Leadership, Organizational Justice and Organizational Citizenship Behavior ...

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ABSTRACT

A contingency model describing the mediation effect of Job Satisfaction on Transformational Leadership, and Organizational Citizenship Behavior, as well as Organizational Justice and Organizational Citizenship Behavior, respectively, was proposed and tested. This study aimed to examine the relationship among Transformational Leadership, Job Satisfaction, Organizational Justice and Organizational Citizenship Behavior. It further investigated mediation effect, in terms of Job Satisfaction, on the relationship between Transformational Leadership and Organizational Citizenship Behavior, and on the Organizational Justice and Organizational Citizenship Behavior, respectively. Structural Equation Modeling (SEM) analysis was used to test the hypotheses. A survey research was conducted using a sample of 400 elementary teachers in Chang Hwa county. After collecting empirical data, the results of the SEM model show that the major findings of this research are as follows : (1)Principal Transformational Leadership had significant prediction in teachers ' Organizational Citizenship Behavior; (2)Organizational Justice had a direct positive prediction in teachers ' Organizational Citizenship Behavior; (3)Principal Transformational Leadership had a direct positive prediction in Job Satisfaction; (4)Organizational Justice had a direct positive prediction in Job Satisfaction; (5)Job Satisfaction had a direct positive prediction in Organizational Citizenship Behavior; (6)Principal Transformational Leadership had an indirect positive prediction, through the mediation effect of Job Satisfaction, in Organizational Citizenship Behavior; (7)Organizational Justice had an indirect positive prediction, through the mediation effect of Job Satisfaction, in Organizational Citizenship Behavior.

Keywords : transformational leadership, organizational citizenship behavior, organizational justice , job satisfaction.

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