

Multilevel Research in Transformational Leadership and Organizational Citizenship Behavior: Mediating Effects of Organizational Commitment and Job Satisfaction

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ABSTRACT

This research is aimed to discuss the transformational leadership in organization with different distinct administrative level to organizational citizen behavior with the mediation effect of the organizational commitment and job satisfaction, to identify the attributes of individual level and cross-level effect. A survey research was conducted using a sample from 50 school principals, 100 directors and 200 teachers collected from 50 primary schools in Chang Hwa County with 96 effective group data. Hierarchical Linear Model was used to test the hypotheses.

The results of the study found that the interaction of organizational level transformational leadership and individual level transformational leadership is partially significantly related to individual level organizational citizen behavior with two individual level mediation effects of both organizational commitment and job satisfaction respectively. Besides, the cross-level influence of both transformational leadership and organizational citizen behavior is also partially significantly related to individual level organizational citizen behavior with two individual level mediation effects of both organizational commitment and job satisfaction respectively.

Keywords : transformational leadership、organizational citizenship behavior、organizational commitment、job satisfaction、multilevel research

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