Multilevel Research in Transformational Leadership and Organizational Citizenship Behavior: Mediating Effects of Organiz

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ABSTRACT

This research is aimed to discuss organizational level transformational leadership influence individual level organizational citizen behavior by three mediation effects of individual level organizational commitment, organizational justice, and job satisfaction. A survey research was conducted using a sample from 50 school principals, 100 directors and 100 teachers collected from 50 primary schools in Chang Hwa County with 48 effective group data. The results of the study are as follows: (1) Transformational leadership in organizational level is not positively related to organizational commitment, organizational justice, job satisfaction, and organizational citizenship behavior in individual level, respectively; (2) Organizational commitment, organizational justice, and job satisfaction in individual level, respectively, is positively related to organizational citizenship behavior in individual level; (3) Organizational commitment, organizational justice, and job satisfaction in individual level, respectively, has no mediation effect on transformational leadership in organizational level to organizational citizenship behavior in individual level.

Keywords: transformational leadership organizational commitment organizational justice job satisfaction organizational citizenship behavior

Table of Contents

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