

The Effect of Transformational Leadership on Organizational Commitment, Job Satisfaction, and Organizational Citizenship

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ABSTRACT

This research is aimed to discuss organizational level transformational leadership influence individual level organizational citizen behavior by two mediation effects of individual level organizational commitment and job satisfaction. A survey research was conducted using a sample from 260 high level executive officers, 260 middle level officers and 260 staffs collected from 26 Town & County Administrative Offices in Chang Hwa County with 195 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 and job satisfaction in individual level, respectively, is positively related to organizational citizenship behavior in individual level; (3) Organizational commitment 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、job satisfaction、organizational citizenship behavior

Table of Contents

中文摘要	iii	英文摘要	iv
誌謝辭	v	內容目錄	vi
目錄	viii	圖目錄	ix
第一章 緒論	1	第一節 研究背景與動機	1
研究目的	3	第二節 研究目的	3
	5	第三節 研究流程	3
	7	第二章 文獻探討	
	12	第一節 組織公民行為	5
		第二節 轉型領導	
		第三節 組織承諾	11
		第四節 工作滿足	
		第五節 轉型領導、組織公民行為、組織承諾與工作滿足之關係	14
研究方法	18	第三章 研究設計	
	19	第一節 研究架構	18
		第二節 研究設計	
		第三節 研究變數的操作性定義	20
		第四節 資料分析工具	
		第四章 資料分析與結果	28
		第一節 相關分析	
		第二節 假設檢定	28
		第五章 結論與建議	
		第一節 結論	33
		第二節 管理意涵	
		第二節 研究限制與後續研究者建議	35
		參考文獻	
		一、中文部分	37
		二、英文部分	40
錄A 問卷	48		

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