

The Research of the Relationships among Leader-Member Exchange, Organizational Justice and Organizational Citizenship Behavior

陳韻如、何偉真

E-mail: 9900550@mail.dyu.edu.tw

ABSTRACT

The relationship among the Leader-member exchange (LMX), organizational justice and organizational citizenship behavior (OCB) in primary school were researched. We proposed the organizational justice as the mediation variable and estimated the mediation effect from its effects on LMX and OCB. Questionnaire investigation is adopted at this research; 350 primary schools teachers in ChangHua County are the objects of study, the valid samples are 312, the valid rate of questionnaire recovery is 89.1% and the data are analyzed by using the SPSS12. The followings are the summarized results of the above: 1. LMX had the noticeable positive effect on OCB. 2. LMX had the noticeable positive effect on organizational justice. 3. Organizational justice had the noticeable positive effect on OCB. 4. Organizational justice had the Mediation effect on LMX and OCB. 5. Different teacher background variables would lead the different results among LMX, organizational justice and OCB. According to the results above, some suggestions are provided as the references for world of education and the related research papers in the future.

Keywords : leader-member exchange ; organizational justice ; organizational citizenship behavior

Table of Contents

內容目錄 中文摘要	iii	英文摘要	
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
x 第一章 緒論	1	第一節 研究背景與動機	
1 第二節 研究目的	3	第二章 文獻探討	
4 第一節 國民小學概況	4	第二節 領導者部屬交換	
6 第三節 組織公平	14	第四節 組織公民行為	
21 第五節 領導者部屬交換、組織公平與組織公民行為		之相關研究	
30 第三章 研究方法	34	第一節 研究架構	
34 第二節 研究假設	35	第三節 研究工具	
37 第四節 研究對象及抽樣方法	41	第五節 資料處理與統計方法	
52 第四章 資料分析與發現	54	第一節 樣本資料特性分析	
54 第二節 差異分析	56	第三節 量表信度分析	
63 第四節 研究變項之相關分析	63	第五節 假設驗證	
67 第五章 結論與建議		89 第一節 結論	
89 第二節 建議		91 第三節 研究限制	
94 參考文獻		96 附錄A 問卷量表	
120			

REFERENCES

一、中文部份 王艾苓(2009), 組織公平研究對學校行政的啟示, 學校行政雙月刊, 59, 96-112。 王志蓮(2008), 領導者 - 成員交換關係、員工心理契約與組織公民行為關係之研究 - 以南部科學工業園區研發人員為例, 私立南台科技大學技職教育與人力資源發展研究所未出版之碩士論文。 吳政達(2009), 學校組織中領導者與部屬交換關係、組織公平、組織自尊與工作滿意度對組織公民行為影響之研究, 教育政策論壇, 12(1), 141-161。 吳清山, 林天佑(2007), 教育名詞解釋:組織公民行為, 教育研究月刊, 162, 134。 呂奇樺(2007), 組織公平、企業聲望認知與組織承諾之關係探討, 國立中央大學人力資源管理研究所未出版之碩士論文。 李德治, 童惠玲(2009), 多變量分析:專題及論文常用的統計方法, 台北:雙葉出版社。 周怡君(2006), 國小校長家長式領導與教師組織公民行為關係之研究, 國立台南大學教育經營與管理研究所未出版之碩士論文。 林淑姬(1992), 薪酬公平、程序公平與組織承諾、組織公民行為關係之研究, 國立政治大學企業管理研究所未出版之博士論文。 林鈺琴(1999), 組織承諾、工作滿足與組織公民行為之研究:箇中不同理論模式比較, 中山管理評論, 7(4), 1049-1073。 林鈺琴(2004), 休閒旅館業從業人員的組織公正、組織信任、組織公民行為關係:社會交換理論之觀點, 中華管理

學報, 5(3), 91-112。邱麗蓉(2003), 組織公平與組織公民行為關係之研究-以苗栗縣國民小學為例, 私立淡江大學教育政策與領導研究所未出版之碩士論文。邱麗蓉, 單小琳(2005), 國民小學組織公平與組織公民行為關係之研究, 康寧學報, 7, 1-44。孫美珠(2008), 國民小學組織公平、專業承諾與教師效能關係之研究, 國立台東大學教育研究所未出版之碩士論文。徐文男(2008), 轉型領導與組織公民行為:組織公平與領導者部屬交換之中介效果, 私立大葉大學人力資源暨公共關係研究所未出版之碩士論文。張文哲(1993), 學校組織發展, 中等教育, 44(3), 36-42。張德銳(1995), 教育行政研究, 台北:五南書局。教育部統計處(2009), 主要統計表[線上資料], 來源: http://www.edu.tw/statistics/content.aspx?site_content_sn=8869 [2009, June 6]。郭維哲, 方聰安(2006), 學校組織公平對教師組織公民行為影響之研究 - 以信任及承諾為中介變項, 教育經營與管理研究集刊, 2, 145-179。郭維哲, 方聰安(2006), 學校組織公平對教師組織公民行為影響之研究 - 以信任及承諾為中介變項, 教育經營與管理研究集刊, 2, 145-179。陳青勇(2009, May 22), 台灣地區最近十年領導者 - 成員交換(LMX)領導理論碩博士論文分析, 發表於教育專業發展學術研討會, 台中:東海大學。陳富名(2004), 校長領導風格與學校組織效能關係之研究, 國立屏東教育大學國民教育研究所未出版之碩士論文。陳慧穎(2007), 校長領導行為、組織公平及教師組織公民行為關係之研究 - 以南部四縣市公立國小為例, 國立台南大學教育經營與管理研究所未出版之碩士論文。傅衡宇, 余坤東(2008), 主管 - 部屬關係品質、人格特質與組織公民行為關係之研究 - 以海運承攬運送業為例, 航運季刊, 17, 51-75。黃柏勳(2003), 教師組織公民行為的意涵及其成因分析, 學校行政雙月刊, 27, 63-79。黃德信(2008), 國民小學教師知覺的組織公平、工作滿意與組織公民行為的關係:以關係需求為干擾變項, 國立臺南大學教育經營與管理研究所未出版之碩士論文。楊濱燦(2000), 團隊成員間之衝突、領導者與部屬交換關係與組織公民行為之研究—以百貨公司銷售服務人員為例, 企業管理學報, 46, 1-31。楊濱燦(2004), 組織支持認知及領導者與部屬交換關係對組織公民行為影響效果之研究, 台灣管理學刊, 4(2), 141-160。蔡家媛(2007), 國民小學教師工作價值觀與組織公民行為關係之研究, 國立花蓮教育大學行政與領導研究所未出版之碩士論文。蔡書妮(2005), 領導行為對於員工的組織公平認知與工作滿意度之影響 - 以主管與部屬交換理論觀點探討, 國立中央大學企業管理研究所未出版之碩士論文。蔡啟通(2006), 領導者部屬交換與員工創新行為:組織正義之中介效果及組織特性之干擾效果, 管理學報, 23(2), 171-193。鄭耀男(2002), 國中小教師的組織公民行為及其影響因素之研究 - 學校組織公民行為模型初構, 國立高雄師範大學教育學系未出版之博士論文。鄭耀男(2004), 國民中小學教師的組織公民行為之影響模式, 師大學報, 49(1), 41-62。鄭耀男(2006), 公立國民中小學教師之組織公平與行為表現知覺 - 組織公平之新構面探索, 台北:華騰出版社。謝佩鶯(2000), 校長領導作風、上下關係品質及教師組織公民行為關係之研究, 國立台北師院國民教育研究所未出版之碩士論文。

二、英文部份 Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental Social Psychology*, 2 (pp.267-299). New York: Academic Press. Alder, G. S., & Tompkins, P. K. (1997). Electronic performance monitoring: an organizational justice and concertive perspective. *Management Communication Quarterly*, 10(3), 259-288. Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, 1(2), 177-198. Andrews, M. C., Baker, T. L., & Hunt, T. G. (2008). The interactive effects of centralization on the relationship between justice and satisfaction. *Journal of Leadership and Organizational Studies*, 15(2), 135 - 144. Barnard, C. I. (1938). *The functions of the executive*. Cambridge, Mass.: Harvard University Press. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587-595. Bhal, K. T. (2006). LMX-citizenship behavior relationship: justice as a mediator. *Leadership and Organization Development Journal*, 27(2), 106-117. Bhal, K. T., Gulati, N., & Ansari, M. A. (2009). Leader-member exchange and subordinate outcomes: test of a mediation model. *Leadership and Organization Development Journal*, 30(2), 106-125. Bies, R. J., & Moag, J. S. (1986). Interactional justice: communication criteria for fairness. In R. J. Lewicki & B. H. Bazerman (Eds.), *Research on Negotiation in Organizations*, 1 (pp.43-55). Greenwich, CT: JAI Press. Blau, P. (1964). *Exchange and power in social life*. New York: Wiley. Burton, J. P., Sablinski, C. J., & Sekiguchi, T. (2008). Linking justice, performance, and citizenship via leader-member exchange. *Journal of Business and Psychology*, 23, 51-61. Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: the influence of demographic dissimilarity on organizational citizenship behavior. *Academy of Management Journal*, 42, 273-287. Chen, Y. J., Lin, C. C., Tung, Y. C., & Ko, Y. T. (2008). Associations of organizational justice and ingratiation with organizational citizenship behavior: the beneficiary perspective. *Social Behavior and Personality Journal*, 36(4), 289-301. Christ, O., Van Dick, R., Wagner, U., & Stellmacher, J. (2003). When teachers go the extra mile: foci of organizational identification as determinants of different forms of organizational citizenship behaviour among schoolteachers. *British Journal of Educational Psychology*, 73(3), 329-341. Cogliser, C. C., Schriesheim, C. A., Scandura, T. A., & Gardner, W. L. (2009). Balance in leader and follower perceptions of leader - member exchange: Relationships with performance and work attitudes. *The Leadership Quarterly*, 20(3), 452-465. Cohen-Charash, Y., & Spector, P. (2001). The role of justice in organizations: a meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321. Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review*, 10(1), 25-44. Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445. Crosby, F. (1976). A model of egoistical relative deprivation. *Psychological Review*, 83, 85-113. Dansereau, F., Cashman, J., & Graen, G. B. (1973). Instrumentality theory and equity theory as complementary approaches in predicting the relationship of leadership and turnover among managers. *Organizational Behavior and Human Decision Process*, 10, 184-200. Dansereau, F., Graen, G. B., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance*, 13, 46-78. Deluga, R. J.

(1994). Supervisor trust building, leader-member exchange and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology*, 67(1), 315-326.

Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: a critique and further development. *The Academy of Management Review*, 11(3), 618-635.

DiPaola, M., & Tschannen-Moran, M. (2001). Organizational citizenship behavior in schools and its relationship to school climate. *Journal of School Leadership*, 11, 424-447.

Erdogan, B., & Enders, J. (2007). Support from the top: supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationship. *Journal of Applied Psychology*, 92(2), 321-330.

Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: the moderating role of organizational culture. *Academy of Management Journal*, 49(2), 395-406.

Farh, J. L., Earley, P. C., & Lin, S. C. (1997). Impetus for action: a cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42(3), 421-444.

Fassina, N. E., Jones, D. A., & Uggerslev, K. L. (2008). Meta-analytic tests of the relationships between organizational justice and citizenship behavior: testing agent-system, agent-dominance, and shared-variance. *Journal of Organizational Behavior*, 29, 805-828.

Fassina, N. E., Jones, D. A., & Uggerslev, K. L. (2008). Relationship clean-up time: using meta-analysis and structural equation modeling to clarify the relations between job satisfaction, perceived fairness, and citizenship behaviors. *Journal of Management*, 34(2), 161-188.

Folger, R., & Greenberg, J. (1985). Procedural justice: an interpretative analysis of personnel systems. *Research in Personnel and Human Resource Management*, 3, 141-183.

Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32(3), 115-130.

Folger, R. (1984). Perceived injustice, referent cognitions, and concept of comparison level. *Representative Research in Social Psychology*, 14, 88-108.

Folger, R., & Cropanzano, R. (1998). *Organizational justice and human resource management*. Thousand Oaks, CA: Sage.

Fortin, M. (2008). Perspectives on organizational justice: concept clarification, social context integration, time and links with morality. *International Journal of Management Reviews*, 10(2), 93-126.

Graen, G. B., Liden, R. C., & Hoel, W. (1982). The role of leadership in the employee withdrawal process. *Journal of Applied Psychology*, 67, 868-872.

Graen, G. B., & Uhl-Bien, M. (1991). The transformation of professionals into self-managing and partially self-designing contributions: toward a theory of leader-making. *Journal of Management Systems*, 3(3), 33-48.

Graen, G. B. (1976). Role-making processes within complex organizations. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*, (pp. 1201-1245). Chicago: Rand McNally.

Graen, G. B., & Cashman, J. (1975). A role-making model of leadership in formal organizations: A development approach. In J. G. Hunt & L. L. Larson (Eds.), *Leadership Frontiers*, 2 (pp. 143-165). Kent, Ohio: Kent State University Press.

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: development of leader-member exchange theory of leadership over 25 years: applying a multi-level, multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247.

Graen, G. B., Cashman, J. F., Ginsburg, S., & Schiemann, W. (1977). Effects of linking-pin quality on the quality of working life of lower participants. *Administrative Science Quarterly*, 22(3), 491-504.

Graen, G. B., Novak, M. A., & Sommerkamp, P. (1982). The effects of leader member exchange and job design on productivity and satisfaction testing a dual attachment model. *Organizational Behavior and Human Decision Processes*, 30, 109-131.

Graen, G. B., Orris, J. B., & Johnson, T. W. (1973). Role assimilation processes in a complex organization. *Journal of Vocational Behavior*, 3, 395-420.

Graen, G., & Scandura, T. (1987). Toward a psychology of dyadic organizing. In B. Staw, & L. Cumming (Eds.), *Research in Organizational Behavior*, 9, (pp. 175-208). Greenwich, CT: JAI Press.

Green, S. G., Anderson, S. E., & Shivers, S. L. (1996). Demographic and organizational influences on leader-member exchange and related work attitudes. *Organizational Behavior and Human Decision Processes*, 66(2), 203-214.

Greenberg, J., & Baron, R. A. (2003). *Behavior in Organizations* (8th ed). Upper Saddle River, New Jersey: Prentice Hall.

Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22.

Greenberg, J. (1990). Organizational justice: yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.

Hackett, R. D., & Lapierre, L. M. (2004). A meta-analytic explanation of the relationship between LMX and OCB. *Academy of Management Proceedings*, 3, 1-6.

Halbesleben, J. R. B., & Bowler, W. M. (2007). Emotional exhaustion and job performance: the mediating role of motivation. *Journal of Applied Psychology*, 92(1), 93-106.

Homans, G. (1961). *Social behavior: Its elementary forms*. New York: Harcourt Brace & World.

Ilies, R., Nahrgang, J., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: a meta-analysis. *Journal of Applied Psychology*, 92, 269-277.

Johnson, R. E., Selenta, C., & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. *Organizational Behavior and Human Decision Processes*, 99(2), 175-201.

Johnson, T. W., & Graen, G. (1973). Organizational assimilation and role rejection. *Organizational Behavior and Human Performance*, 10, 72-87.

Jordan, J. S., Gillentine, J. A., & Hunt, B. P. (2004). The influence of fairness: the application of organizational justice in a team sport setting. *International Sports Journal*, 8(1), 139-149.

Kamdar, D., McAllister, D. J., & Turban, D. B. (2006). All in a day's work: how follower individual differences and justice perceptions predict OCB role definitions and behavior. *Journal of Applied Psychology*, 91(4), 841-855.

Karriker, J. H., & Williams, M. L. (2009). Organizational justice and organizational citizenship behavior: a mediated multifoci model. *Journal of Management*, 35(1), 112-135.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley.

Katz, D. (1964). *The motivational basis of organizational behavior*. *Behavioral Science*, 9(2), 131-146.

Katz, D., & Kahn, R. L. (1966). *The Social Psychology of Organizations*. New York: Wiley.

Kinicki, A. J., & Vecchio, R. P. (1994). Influences on the quality of supervisor-subordinate relations: the role of time-pressure, organizational commitment, and locus of control. *Journal of Organizational Behavior*, 15(1), 75-82.

Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253-266.

Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-669.

Lee, A. J. (2007). *Organizational justice: a mediated model from individual well-being and social exchange theory perspectives*. Unpublished doctoral dissertation, International University of Touro, California.

Lee, J. (2001). Leader-member exchange, perceived organizational justice, and cooperative communication. *Management Communication Quarterly*, 14(4), 574-589.

Leventhal, G. S. (1980). What should be done with equity theory? In K. J. Gergen & R. H. Willis (Eds.), *Social exchange: Advances in theory and research*. New York: Plenum.

Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465.

Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: an empirical assessment through scale development. *Journal of Management*, 24(1), 43-72.

Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: the past and potential for the future. *Personnel and Human Resources Management*, 15, 47-119.

Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology*, 78(4), 662-674.

Lind, E. A., & Tyler, T. R. (1988). *The Social Psychology of Procedural Justice*. New York: Plenum.

Liu, Y. (2009). The perceived organizational support and expatriate organizational citizenship behavior: the mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319.

Mardanov, I. T., Heischmidt, K., & Henson, A. (2008). Leader-member exchange and job satisfaction bond and predicted employee turnover. *Journal of Leadership and Organizational Studies*, 15(2), 159 - 175.

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43(4), 738-748.

McFarlin, D. B., & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, 35(3), 626-637.

Moorman, R. H. (1991). Relationship between organizational and organizational citizenship behaviors: do fairness perceptions influence employee citizenship. *Journal of Applied Psychology*, 76(6), 845-855.

Murphy, S. M., Wayne, S. J., Liden, R. C., & Erdogan, B. (2003). Understanding social loafing: the role of justice perceptions and exchange relationships. *Human Relations*, 56(1), 61-72.

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.

Noormala A. I., & Syed, S. A. (2009). The effects of leader-member exchange on organizational justice and organizational citizenship behavior: empirical study. *European Journal of Social Sciences*, 8(2), 324-334.

Oplatka, I. (2006). Going beyond role expectations: toward an understanding of the determinants and components of teacher organizational citizenship behavior. *Educational Administration Quarterly*, 42(3), 385-423.

Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.

Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in Organizational Behavior*, 12 (pp. 43-72). Greenwich, CT: JAI Press.

Phattanacheewapul, A., & Ussahawanitchakit, P. (2008). Organizational justice versus organizational support: the driven-factors of employee satisfaction and employee commitment on job performance. *Journal of the Academy of Business and Economics*, 8(2), 114-124.

Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: the mediating role of core job characteristics. *Academy of Management Journal*, 49(2), 327-340.

Piccolo, R. F., Bardes, M., Mayer, D. M., & Judge, T. A. (2008). Does high quality leader-member exchange accentuate or attenuate organizational injustice. *European Journal of Work and Organizational Psychology*, 17(2), 273-298.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational-level consequences of organizational citizenship behaviors: a meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.

Podsakoff, P. M., Mackenzie, S. B., Moorman, R., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers, trust in leader, satisfaction, and organizational citizenship behaviors. *The Quarterly*, 1(2), 107-142.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.

Robbins, S. P. (2001). *Organizational Behavior* (9th ed.). New Jersey: Prentice-Hall Press.

Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: the effect of unfulfilled obligations on civil virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298.

Rosse, J. G., & Kraut, A. S. (1983). Reconsidering the vertical dyad linkage model of leadership. *Journal of Occupational Psychology*, 56, 63-71.

Scandura, T. (1999). Rethinking leader-member exchange: an organizational justice perspective. *Leadership Quarterly*, 10(1), 25-40.

Scandura, T. A., Graen, G. B., & Novak, M. A. (1986). When managers decide not to decide autocratically: an investigation of leader-member exchange and decision influence. *Journal of Applied Psychology*, 71, 579-584.

Schnake, M. (1991). Organizational citizenship: a review, proposed model, and research agenda. *Human Relations*, 44(7), 735-759.

Sears, G. (2005). The dispositional antecedents of leader-member exchange and organizational citizenship behaviour: A process perspective. Unpublished master's thesis, University of McMaster, Hamilton, Canada.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3), 219-227.

Skarlicki, D. P., & Latham, G. P. (1997). Leadership training in organizational justice to increase citizenship behavior within a labor union: a replication. *Personnel Psychology*, 50(1), 617-633.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663.

Somech, A., & Bogler, R. (2002). Antecedents and consequences of teacher organizational and professional commitment. *Educational Administration Quarterly*, 38(4), 555-577.

Somech, A., & Ron, I. (2007). Promoting organizational citizenship behavior in schools: the impact of individual and organizational characteristics. *Educational Administration Quarterly*, 43(1), 38-66.

Thibaut, J., & Walker, L. (1975). *Procedural Justice: A Psychological Analysis*. New Jersey: Erlbaum.

Uhl-Bien, M., & Graen, G. B. (1993). Toward a contingency model of empowerment: contribution of self-management empowerment and leadership-making empowerment to uni-functional and multi-functional professional work unit performance. Paper Presented at the National Academy of Management Meeting. Atlanta, GA.

Uhl-Bien, M., & Maslyn, J. M. (2003) Reciprocity in manager-subordinate relationships: components, configurations, and outcomes. *Journal of Management*, 29(4), 511-532. Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802. Vecchio, R. P., Griffeth, R. W., & Hom, P. W. (1986). The predictive utility of the vertical dyad linkage approach. *Journal of Applied Psychology*, 126, 617-625. Wayne, S. J., & Green, S. A. (1993). The effects of leader-member exchange on employee citizenship and impression management behavior. *Human Relations*, 46(12), 1431-1440. Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal*, 40(1), 82-111. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617. Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: fair rewards versus fair treatment. *The Journal of Social Psychology*, 142(1), 33-44. Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2006). Perceived organizational justice, trust, and OCB: a study of Chinese workers in joint ventures and state-owned enterprises. *Journal of world business*, 41(4), 344-355. Yrle, A. C., Hartman, S., & Galle, W. P. (2002). A investigation of relationships between communication style and leader-member exchange. *Journal of Communication Management*, 6(3), 257 -268. Yukl, G. A. (2002). *Leadership in Organizations* (5th ed.). New Jersey: Prentice-Hall. Zhang, H. (2006). Antecedents and consequences of organizational justice: An investigation in China. Unpublished doctoral dissertation, University of McMaster, Canada.