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LMX与知识型员工组织公民行为的实证研究

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The mechanism of leader-member exchange effect on organizational citizenship behavior of knowledge workers

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摘要 如何提高知识型员工的组织公民行为,是知识经济时代企业领导者面临的一个重要问题。既往研究揭示了LMX对组织公民行为的正向影响,但对其作用机制则关注不够。通过对高技术企业396名知识型员工的实地调查,从工作态度视角探讨LMX对组织公民行为的作用机制。结果表明,较之一般员工,LMX对知识型员工的组织公民行为表现出更高的预测力;工作态度在LMX影响组织公民行为的过程中起着部分中介作用。

关键词: [知识型员工](#) [组织公民行为](#) [LMX](#) [工作态度](#)

Abstract: In the era of knowledge economy, it is important for the leaders of enterprises to enhance the level of organizational citizenship behavior for knowledge workers. Previous studies have revealed the positive effectiveness of Leader-Member eXchange (LMX) on organizational citizenship behavior of the employees, but its mechanism was seldom paid close attention to. The data from the surveys of 396 knowledge workers in China's high-tech enterprises were analyzed to explore whether attitudes toward job play a mediating role in the effecting process of LMX on organizational citizenship behavior. Results show that LMX has the more significant positive effect on organizational citizenship behavior of knowledge workers than that of general staff. The attitudes toward job partially mediate the relation between LMX and organizational citizenship behavior. Based on the perspective of attitudes toward job, the major innovation point is disclosing the mechanism of the effect of LMX on organizational citizenship behavior for knowledge workers.

Keywords: [knowledge worker](#) [organizational citizenship behavior](#) [LMX](#) [attitude toward job](#)

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