

高績效人力資源管理實務與組織績效：組織公民行為之中介效果以及工作相依性與溝通之干擾效果

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摘要

本研究旨在以組織層次來探討高績效人力資源管理實務、服務導向組織公民行為分別與組織績效的離職率及生產力之關係。同時以了解在服務導向組織公民行為分別與溝通、工作相依性的交互作用，對組織績效影響之效果。研究樣本取自全台灣地區某銀行各分行之在職員工，針對人力資源管理主管、第一線主管及第一線主管所屬員工等3個群組，總計分別發放140份人力資源管理主管問卷，250份第一線主管問卷，以及500份第一線主管所屬員工問卷，回收且有效的問卷共計114份群組數。

根據實證資料，由層級迴歸分析得知，高績效人力管理實務與離職率呈負向影響而與生產力呈正向影響。服務導向組織公民行為對高績效人力資源管理實務與離職率、生產力均具有部分中介之效果。溝通對服務導向組織公民行為與組織績效的離職率具有干擾效果，工作相依性對服務導向組織公民行為與組織績效的生產力具有干擾效果。

關鍵詞：高績效人力資源管理實務、工作相依性、組織公民行為、溝通

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