

# High-Performance Human Resource Practices, and Organizational Performance: The Mediating Effect of Organizational Citizenship

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## ABSTRACT

This research is aimed to discuss the relationship among the organizational level of high-performance human resource practices, service-oriented organizational citizenship behavior and organizational performance in terms of turnover rate and productivity, respectively. Meanwhile two interaction effects of the service-oriented organizational citizenship behavior and task interdependence, and communication, respectively, on organizational performance are also discussed. A survey research was conducted using a sample from three groups of 140 human resource managers, 250 line supervisors and 500 line staff collected from a bank in Taiwan, the effective questionnaire is 114 groups.

The empirical results with hierarchical regression analysis found high-performance human resource practices is negatively related to turnover rate, high-performance human resource practices is positively related to productivity. The service-oriented organizational citizenship behavior has partially mediating effects both on the relationship of high-performance human resource practices and turnover rate and productivity. Communication has moderating effect of service-oriented organizational citizenship behaviors and organizational performance in terms of turnover rate; task interdependence has moderating effect of service-oriented organizational citizenship behaviors and organizational performance in terms of productivity.

Keywords : high-performance human resource practices、organizational citizenship behavior、task interdependence、communication

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