

A Relational Perspective of High-Performance Human Resource Practices, Organizational Citizenship Behavior, and Organizational Performance

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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 business strategy, respectively, on organizational performance are also discussed. A survey research was conducted using a sample from three groups of 115 human resource managers, 115 line supervisors and 231 line staff collected from 115 hotels in Taiwan, the effective questionnaire is 77 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 on the relationship of high-performance human resource practices and turnover rate, task interdependence has moderating effect of service-oriented organizational citizenship behaviors and organizational performance in terms of turnover rate.

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

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