

# High-Performance Human Resource Practices, Organizational Citizenship Behavior, and Organizational Performance: A Relatio

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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 productivity and turnover rate, re-spectively. Meanwhile two interaction effects of the service-oriented organizational citizenship behavior, and business strategy and unemployment Rate, respectively, on organizational performance are also discussed. A survey research was conducted using a sample from two groups of 168 human resource managers and line supervisors collected from 168 hotels in Taiwan, the effective questionnaire is 82 groups. The empirical results with hierarchical regression analysis found high-performance human resource practices is negatively related to turnover rate, high-performance hu-man resource practices is positively related to productivity. The service-oriented organ-izational citizenship behavior has partially mediating effects on the relationship of high-performance human resource practices and organizational performance in terms of productivity. Business strategy has moderating effect of service-oriented organizational citizenship behaviors on organizational performance in terms of productivity. Unem-ployment rate has moderating effect of service-oriented organizational citizenship be-haviors on organizational performance in terms of turnover rate.

Keywords : high-performance human resource practices、organizational citizenship behavior、organizational performance、business strategy、unemployment rate

## Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭	vi	內容目錄	vi
vii 表目錄	ix	圖目錄	ix
x 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的	4	第三節 研究流程	4
4 第二章 文獻探討	6	第一節 組織績效	6
6 第二節 高績效人力資源管理實務	10	第三節 服務導向組織公民行為	10
12 第四節 企業策略	14	第五節 失業率	15
16 第六節 變項之關係推導	16	第三章 研究方法	26
26 第一節 研究架構	26	第二節 研究假設	28
28 研究對象及施測過程	28	第三節 研究對象及施測過程	28
39 統計分析方法	39	第四節 操作性定義與測量工具	32
41 樣本資料分析	41	第五節 信度分析	44
46 分析	46	第一節 描述性統計分析	44
57 第二節 相關分析	50	第二節 差異分析	50
75 第三節 迴歸分析與假設驗證	65	第三節 結論與建議	75
75 第一節 結論	75	第一節 管理意涵	75
81 第二節 研究限制	81	第二節 未來研究建議	81
81 參考文獻	82	第三節 附錄A 中英量表	82
98 附錄B 研究問卷	101	附錄B 行政院主計處縣市別重要指標	106
106			

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