

# High-Performance Human Resource Practices, Organizational Citizenship Behavior, and Organizational Performance: The Mode

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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, respectively. Meanwhile two interaction effects of the service-oriented organizational citizenship behavior and business strategy, and person-organization fit, respectively, on organizational performance are also discussed. A survey research was conducted using a sample from three groups of 132 human resource managers, 132 line supervisors and 264 line staff collected from 132 hotels in Taiwan, the effective questionnaire is 69 groups.

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

Keywords : high-performance human resource practices、organizational citizenship behavior、organizational Performance

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