

High-Performance Human Resource Practices and Organizational Performance: The Mediating Effect of Organizational Citizen

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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 task interdependence, and person-organization fit, respectively, on organizational performance are also discussed. A survey research was conducted using a sample from three groups of 100 human resource managers, 100 line supervisors and 200 line staff collected from 100 hotels in Taiwan, the effective questionnaire is 69 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 mediating effects on the relationship of high-performance human resource practices and organizational performance in terms of productivity and turnover rate. Task interdependence has moderating effect of service-oriented organizational citizenship behaviors on organizational performance in terms of productivity. The person-organization fit has moderating effect of service-oriented organizational citizenship behaviors on organizational performance in terms of turnover rate.

Keywords : high-performance human resource practices、organizational citizenship behavior、person-organization fit、task interdependence

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