

Human Resources Management Activities, Organizational Commitment, and Organizational Citizenship Behaviors: An Empirical Study of Comparing Taiwan and China

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Abstract: The objective of this paper is to contrast differences between Taiwanese and Chinese employees by three factors, human resource management activities, organizational commitment, and organizational citizenship behavior, and forward Taiwan enterprises a recommendation as a reference of the policy decision to take actions to invest in China. The questionnaire adopted in this study is randomly distributed to Taiwanese and Chinese employees of a paper company. There are 348 questionnaires responded and inferred through use of the SPSS software analyzing sample characteristics and the regression analyses verifying correlation. There are some results about the human resources management activities and the organizational commitment, the age will significantly influence the organizational commitment and the retention commitment (T=5.285***; T=5.469***). If considerate the human resource management factor, the selection and retention have significance for the value commitment and the retention commitment (T=2.730**; T=2.599*), (T=6.169***; T=4.291***); the education has significance for the value commitment (T=3.442**). The results of the human resources management activities and the organizational citizenship behavior, the age has significant influence on the organizational citizenship behavior (T=2.541*; T=4.045***); seniority has significant influence on the interpersonal altruism (T=-2.025*), if considerate the human resource management factor, the selection has significance for the interpersonal altruism(T=2.201*); the education and the staffing have significance for the organizational public welfare (T=3.086**), (T=-2.648**); the retention has significance for the interpersonal altruism and the organizational public welfare (T=2.503*; T=2.904**). The results of moderating effects of cross-strait factors for the human resources management activities and the organizational commitment, education affecting Taiwanese employees' value commitment is much less significant than that affecting Chinese employees' value commitment(T=-2.094**); the effect of retention affecting Taiwanese employees' value commitment is much more significant than that affecting Chinese employees' value commitment(T=2.226**). The results of moderating effects of cross-strait factors for the human resources management activities and the organizational citizenship behavior, selection, staffing and retention affecting Taiwanese employees' interpersonal altruism is much more significant than that affecting Chinese employees' interpersonal altruism (T=1.986* ; T=-2.201** ; 2.036*); retention affecting Taiwanese employees' interpersonal altruism is much more significant than that affecting Chinese employees' interpersonal altruism (T=-2.635*). The results suggested that Taiwan-based enterprises to invest in China, the cross-strait factor has significant influence in human resource management and performance, should adjusted according to local conditions to develop the management strategy to enhance employees' commitment and the citizenship behavior.

Key words: cross-strait factor, human resource management, organizational commitment, organizational Citizenship behavior

1. INTRODUCTION

China becomes one of the major areas for outward investment of Taiwan-based enterprises as account of considerations of various factors such as land, cost, labor, language and distance recently. According to records of the Investment Commission, MOEA, the total number of investment cases of Taiwan-based enterprises in China is 34,452 and the total amount of money is RMB 383.9 billion from 1991 to 2005, which accounts for 51.49% of total outward investment of Taiwan. These results denote the investment fever of Taiwan-based enterprises in China.

Tayeb (1994) indicated the people have inconsistent cultural values and attitude exists between various societies with different cultures and the behavioral difference may occur in spite of within a similar environment. Based on this perception, the cultural differences between Taiwan and China may cause discrepancy between Taiwanese and Chinese employees in attitude and behavior notwithstanding an identical management policy adopted.

The objective of this paper is to explore differences among employees from Taiwan and China by three factors such as human resources management activities, organizational commitment, and organizational citizenship behavior, and further recommend enterprises selecting effective activities for human resource management.

The object in this study for questionnaire investigation and analyses is an enterprise, which is a Taiwanese listed company in the manufacture industry. The content discussed as follows:

1. Correlations between human resources management activities and organizational commitment.
2. Correlations between human resources management activities and organizational citizenship behavior.
3. Do properties of employees from Taiwan and China elaborate the moderating effect between human resources management activities and organizational commitment?
4. Do properties of employees from Taiwan and China elaborate the moderating effect between human resources management activities and organizational citizenship behavior?

2. LITERATURE REVIEW

2.1 Human resources management

Heneman (1989) divided that the human resources management activities into “supported activities: human resource planning, job analyses, and performance appraisal” and “functional activities: recruitment and selection, training and development, salary and welfare, work environment, and labor-management relations”. Dessler (1994) defined the human resources activities including human resources planning, recruitment, choosing, direction, training, development for novices, job analyses, salary management, incentive and welfare, and performance appraisal and communication.

In research of real cases about human resources of multinational enterprises, Adler (2002) deemed that an international enterprise should respect cultural difference and adopt the specific cultural features existing in its subsidiaries to practice various human resources management activities; therefore, the international human resources management should consider consistence under globalization and local diversity. In the real case study about human resources for Taiwan and China, Jaw et al. (2006) argued that a subsidiary’s policy in person selection, educational training, and performance appraisal is apt to be affected by its parent company if the subsidiary in China substantially relies on its parent company in Taiwan; in particular, the performance appraisal will be emphasized for obvious diversity in culture.

Based on the literature survey, the human resources management are generally associated with recruitment, selection, educational training, performance appraisal, promotion, salary and welfare, employees participation, and career planning, these dimensions will be categorized to “selection, education, staffing, and retention” in this study. In this regard, the selection activity contains recruitment and selection; education means educational training; staffing includes performance appraisal, promotion, and salary payment; retention is composed of three activities such as employees participation, complaint, and career planning, and also need to be tactically adjusted in accordance with specifically local conditions.

2.2 ORGANIZATIONAL COMMITMENT

The concept of organizational commitment derives from an article of “The Organization Man”

written by Whyte in 1956, organization men working for an organization should belong to a part of this organization, can explain it from the viewpoint of instrumental exchange and psychological exchange.

Becker (1960), from an instrumental viewpoint, defined the organizational commitment as a consistent activity for an investment or a bet relating to external profits that is exercised by an individual. Kanter (1968) classified the organizational commitment into three types: (1) continuance commitment: “withdraw barrier” derived from the previous investment and sacrifice; (2) cohesion commitment: cohesion from exchange; (3) control commitment: a control force from organizational norms that affects members in an organization.

Steven (1978) divided the organizational commitment into two categories ; One is normative commitment: an individual is willing to stay within an organization and contribute to an organization to correspond with a group’s “norms”; another is exchange commitment: exchange procedures favorable to an individual will enhance the organizational commitment after an individual contrast the difference between dedication and compensation from the viewpoint of return of investment. Otherwise, the organizational commitment descends.

Some scholars elaborated the organizational commitment from the psychological viewpoint and argued that the organizational commitment is a strong faith of accepting an organization’s objectives as well as values and of striving for organizational profits to explicitly anticipate becoming a member of the organization. Organizational commitment as a significant index of evaluating an organization’s performance those employees with higher organizational commitment will express higher job performance as objectives, belonging to the organization closely to establish the communication channels and have good citizenship behavior. (Porter et al., 1974; Mowday et al., 1982; Alpander, 1990; Anderson & William, 1991; Robbins, 1992)

Porter et al. (1974) categorized the organizational commitment into (1) value commitment: faith of accepting an organization’s targets and values; (2) effort commitment: desire to thoroughly devote to an organization; (3) retention commitment: strong aspiration to stay within an organization. Meyer & Allen (1990) divided the organizational commitment into (1) feeling commitment: a member’s thought to stay within and work for an organization; (2) continuance commitment: cost perception for leaving an organization leads to the commitment of an member’s stay in an organization; (3) normative commitment: maintaining loyalty to an organization is the result of socialization experience; responsibility of repaying the organization can be constructed in an member’s mind through organizational profits.

The study will be simplified by the distinction principle of Poter et al. Thus, the effort commitment and the value commitment will be integrated in this study because of their similarity, and only the value commitment and the retention commitment classified from the organizational commitment are selected for questionnaire investigation and supposed the hypothesis 1:

Hypothesis 1: There is a positively affecting relation between the degree of a company’s support in the human resources activities perceived by employees and employees’ organizational commitment.

2.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Smith et al. (1983) considered that spontaneous behavior would overtake the standard required by an organization and the reward or penalty norm of an organization; all these work contents undefined within the job description are called the organizational citizenship behavior.

The organizational citizenship behavior can be classified into two types: as the major representative of the first type, the “theory of behavioral traits” of Organ (1988) takes traits of people’s behavior as a standard of classification and classified them into five items: altruism, beforehand notification, athletic spirit, conscientious behavior, and civic virtues; Graham (1991) divided them into four items: interpersonal aid, individual aggressiveness, individual conscientiousness, and advocacy for loyalty. For the second type, the major representative is the “behavior object theory” of Anderson & William (1991) that takes objects of people’s behavior as a standard of classification and classified them into (1) the citizenship behavior toward an organization: employees’ behavior for an organization’s profits; (2) the citizenship behavior toward individuals: employees’ behavior of actively helping other persons, caring colleagues, and indirectly supporting an organizational profits via aid to other colleagues In analyses of McNeely & Meglino (1994) and Coleman & Borman (2000), the organizational citizenship behavior is classified into three types of behavior: “persistence of duty” for tasks, “organizational public welfare” for an organization, and “interpersonal altruism” for individuals, which the “organizational public welfare” and the “interpersonal altruism” are similar to arguments of Anderson & William.

McNeely & Meglino (1994) and Coleman & Barman (2000) indicated only two dimensions of interpersonal altruism and organizational public welfare is included.

Organ (1988) and Organ & Ryan (1995) argued employees behave the organizational citizenship

behavior can effectively distribute financial resources and manpower resources so the organizational citizenship behavior may be included in consideration of a manager's appraisal to an employee's performance. Morrison (1996) also admitted a positive influence of the educational training to the organizational citizenship behavior because the training is conducive to construction of social exchange relationships and the latter is the basic factor of affecting the citizenship behavior.

Posdakoff & MacKenzie (1994) and Allen & Rush (1998), support arguments that the organizational citizenship behavior contributes to enhancement of an organizational performance. Schnake et al. (1993) found an obvious correlation between promotion & salary and the organizational citizenship behavior. Lin & Chang (2005) proved that fair salary payment perceived by employees would positively affect employees' citizenship behavior.

Based on the literature review, we supposed the hypothesis 2:

Hypothesis 2: There is a positively affecting relation between the degree of an organization's support in the human resources management activity perceived by employees and employees' organizational citizenship behavior.

2.4 MODERATING EFFECTS OF CROSS-STRAIT FACTORS

Cheng et al. (2004) found that Chinese employees incline to seek more steady jobs than Taiwanese employees do; they are anxious about change occurred and resist direct material achievements; Chinese superintendents aspire more power than Taiwanese superintendents do. The difference in employees' behavior may be derived from employees' dissimilar nationalities or cultural backgrounds. Krilowicz & Lowery (1996) found that superintendents from the United States more deeply emphasize the organizational citizenship behavior than superintendents from the Dominican Republic do; Fok et al. (1996) argued that the professionals' citizenship behavior might be influenced by their different nationalities and cultural backgrounds.

Hofstede (1980 & 1990) pointed out that the cultural differences between countries originate from different values, employees from the same country usually have similar values but the obvious drop in "practical management" exists between different companies. Shenkar & Ronen (1990) found that the discrepancy in ideology and culture between Taiwan and China leads to apparent disparity affecting individual work characteristics.

Based on the literature explanation, we supposed the hypothesis 3:

Hypothesis 3: The property of Taiwanese and Chinese employees has a moderating effect on the thesis that human resources management activities make influence on the organizational commitment.

We deserved to explore if the discrepancy in culture and values between Taiwanese and Chinese will affect the relation between the human resources management and the organizational citizenship behavior. Employees living in Taiwan are willing to express more organizational citizenship behavior than those people living in China do when they stay within an environment respecting the human resources management activities. From the above explanation, we supposed the hypothesis 4:

Hypothesis 4: The property of Taiwanese and Chinese employees has a moderating effect on the thesis that the human resources management activities influence the organizational citizenship behavior.

3. METHOD

3.1 Structure and assumption

The structure as shown in Figure 1 consisted of three dimensions; human resources management, organizational commitment, and organizational citizenship behavior according to the relevant theory and research.

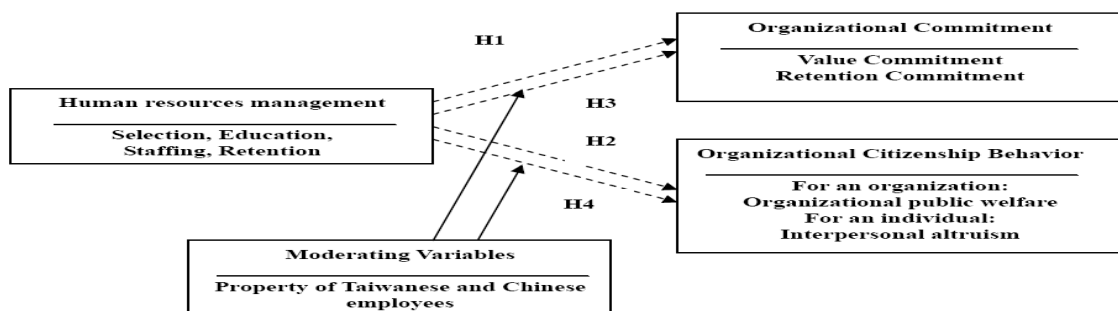


Figure1. The research structure

3.2 Object of research

A company for paper manufacture is selected as the object. This company for manufacture of various paper products and daily commodities was founded at Taiwan in June 1978 and became a listed corporation in 1985 and invested China in 1996. In the initial stage of investing China, the main body of the manpower came from the parent company of Taiwan and the personnel department of the Chinese factory followed the human resources policy ruled by the superintendent of the headquarters in Taiwan.

The objects for questionnaire distribution are superintendents and general employees of the parent company in Taiwan and its subsidiary in China. There are 460 questionnaires were distributed, 140 for the subsidiary in China and 320 for the parent company in Taiwan. We received 122 questionnaires from China and 226 from Taiwan; the total number of responded questionnaire is 348 that meant a 75.65% response rate.

3.3 Definitions of variables and questionnaire design

The questionnaire is divided into three major parts: human resources management activities, organizational commitment, and organizational citizenship behavior. For the human resources management activities, they are divided into four dimensions such as selection, education, staffing, and retention and include 35 questions totally. For the organizational commitment, two dimensions, value commitment and retention commitment, and 12 questions are included. For the organizational citizenship behavior, there are two dimensions including interpersonal altruism as well as organizational public welfare and 11 questions. Except for individual materials such as gender, age, and seniority in the questionnaire, the five-point Likert Scale is adopted for the measurement scale of questionnaire.

3.3.1 Human resources management activities

The human resources management activities contain four dimensions of selection, education, staffing, and retention. The design of this part is modified from the measurement scales of Snell & Dean (1992) and Yound et al. (1997). The property classification of questions is recruitment (5 questions), educational training (7 questions), performance appraisal (5 questions), promotion (3 questions), salary (4 questions), employees participation (5 questions), complaint (2 questions), and career planning (4 questions).

3.3.2 The organizational commitment measurement scale

The organizational commitment measurement scale adopted in this study is revised from the Organizational Commitment Questionnaire of Porter et al. (1974). The questionnaire has two dimensions of value commitment (5 questions) and retention commitment (7 questions).

3.3.3 The organizational citizenship behavior measurement scale

The organizational citizenship behavior measurement scale in this study is adopted and modified from the classification of Anderson & William (1991). The questionnaire has two dimensions of the interpersonal altruism (5 questions) and organizational public welfare (6 questions).

3.4 The method for data analyses

The SPSS13.0 statistical software is selected as the tool for data analyses of accumulated questionnaires. The method for analyses is described as follows:

1. Reliability analysis of the measurement scale: The Cronbach's α is used for assessing the reliability of measurement scales of human resources management activities, organizational commitment, and organizational citizenship behavior.
2. Factor analysis: First, the factor analysis has to be conducted for each dimension in measurement scales of human resources management, organizational commitment, and organizational citizenship behavior. Second, suitability as well as rationality of questions must be verified and unreasonable questions should be deleted. Finally, scores for measurement scales have to be recalculated.

3. In this study, the Pearson product-moment correlation coefficient is used to analyze the possible relationship between variables.
4. Regression analysis: The regression analysis are adopted to verify the relationships between hypotheses, H1~H4.

4. Results

All dimensions of measurement scales in this study derive from the theory and literatures, the Cronbach α can reach over 0.7 after modification. The Pearson correlations are significant. See Table 1.

Table1. The descriptive statistics and the Pearson correlation coefficient

		Average	Standard deviation	Human resources management				Organizational commitment		Organizational citizenship behavior	
				Selection	Education	Staffing	Retention	Value commitment	Retention commitment	Interpersonal altruism	Organizational public welfare
Human resources management	Selection	3.501	0.62								
	Education	3.492	0.66	0.680***							
	Staffing	3.180	0.67	0.669***	0.704***						
	Retention	3.282	0.61	0.664***	0.745***	0.809***					
Organizational commitment	Value	3.644	0.62	0.604***	0.656***	0.638***	0.723***				
	Retention	3.633	0.60	0.520***	0.543***	0.545***	0.612***	0.737***			
Organizational citizenship behavior	Interpersonal altruism	4.089	0.45	0.319***	0.325***	0.249***	0.332***	0.483***	0.473***		
	Organizational public welfare	3.995	0.54	0.342***	0.397***	0.279***	0.389***	0.602***	0.553***	0.784***	

N=348; p***<0.001

4.1 Empirical results and analyses

4.1.1 The results about the human resources management activities and the organizational commitment: In the Model I of Table 2, the age will significantly influence the organizational commitment and an older employees has higher value commitment and retention commitment (T=5.285***; T=5.469***).In the Model II, the selection and retention have significance for the value commitment and the retention commitment (T=2.730**; T=2.599*), (T=6.169***; T=4.291***);the education has significance for the value commitment (T=3.442**).

Table2. The empirical analysis table of the human resources management activities and the organizational commitment

Variable	Value commitment				Retention commitment			
	Model I		Model II		Model I		Model II	
	Beta value	T value	Beta value	T value	Beta value	T value	Beta value	T value
Selection			0.142	2.730**			0.155	2.599*
Education			0.197	3.442**			0.110	1.663
Staffing			0.041	0.661			0.046	0.638
Retention			0.410	6.169***			0.328	4.291***
Gender	-0.066	-1.209	0.006	0.171	-0.040	-0.737	0.017	0.380
Age	0.299	5.285***	0.170	4.329***	0.304	5.469***	0.198	4.370***
Seniority	-0.091	-1.673	-0.017	-0.443	-0.149	-2.771**	-0.089	-2.053*
Sales department	0.065	0.989	0.035	0.773	0.124	1.925*	0.102	1.947
Manufacture department	0.033	-0.461	-0.021	-0.424	0.067	0.949	0.026	0.465
Administration department	-0.032	-0.442	-0.030	-0.591	-0.033	-0.465	-0.032	-0.552
Educational background	-0.085	-1.586	-0.037	-1.003	-0.128	-2.421	-0.089	-2.100**
Adjust R2	0.110		0.586		0.142		0.449	
△R2	0.471				0.307			

N=348; other departments are classified as a reference group; P*<0.05; P**<0.01; P***<0.001.

4.1.2 The results of the human resources management activities and the organizational citizenship behavior: In the Model I of Table 3, age has significant influence on the organizational citizenship behavior (T=2.541*; T=4.045***); seniority has significant influence on the interpersonal altruism (T=-2.025*).

Table 3. The empirical analysis table of the human resources management activities and the organizational citizenship behavior

Variable	Interpersonal altruism				Organizational public welfare			
	Model I		Model II		Model I		Model II	
	Beta value	T value	Beta value	T value	Beta value	T value	Beta value	T value
Selection			0.165	2.201*			0.125	1.740
Education			0.152	1.831			0.244	3.086**
Staffing			-0.175	-1.928			-0.230	-2.648**
Retention			0.241	2.503*			0.267	2.904**
Gender	0.000	0.000	-0.028	-0.509	-0.072	-1.277	0.039	-0.750
Age	0.152	2.541*	0.085	1.499	0.236	4.045***	0.167	3.074**
Seniority	-0.117	-2.025*	-0.086	-1.574	-0.106	-1.881	-0.072	-1.388
Sales department	0.000	-0.001	-0.008	-0.118	0.018	0.265	0.008	0.130
Manufacture department	-0.057	-0.752	-0.090	-1.260	-0.035	-0.472	-0.075	-1.107
Administration department	-0.046	-0.602	-0.050	-0.685	-0.060	-0.792	-0.063	-0.905
Educational background	-0.009	-0.163	0.017	0.316	-0.024	-0.442	0.004	0.083
Adjust R2	0.009		0.129		0.058		0.206	
△R2	0.128				0.154			

N=348; other departments are classified as a reference group; P* < 0.05; P** < 0.01; P*** < 0.001.

In the Model II, the selection has significance for the interpersonal altruism (T=2.201*); the education and staffing have significance for the organizational public welfare (T=3.086** ; T=-2.648**); the retention has significance for the interpersonal altruism and the organizational public welfare (T=2.503*; T=2.904**).

4.1.3 The results of moderating effects of cross-strait factors for the human resources management activities and the organizational commitment ; By table 4, the effect of education affecting Taiwanese employees' value commitment is much less significant than that affecting Chinese employees' value commitment (T=-2.094**); the effect of retention affecting Taiwanese employees' value commitment is much more significant than that affecting Chinese employees' value commitment (T=2.226**).

Table 4. The analysis table of moderating effects of cross-strait factors for the human resources management and the organizational commitment

Variable	Value commitment		Retention commitment	
	Beta value	T value	Beta value	T value
Selection	0.099	1.370	0.218	2.578*
Education	0.335	3.610***	0.154	1.412
Staffing	0.138	1.465	-0.098	-0.885
Retention	0.242	2.494**	0.369	3.235**
Gender	0.000	-0.012	0.015	0.340
Age	0.132	3.224**	0.183	3.818***
Seniority	-0.030	-0.800	-0.096	-2.162**
Sales department	0.015	0.325	0.088	1.666
Manufacture department	-0.026	-0.526	0.007	0.127
Administration department	-0.050	-1.004	-0.048	-0.812
Educational background	-0.049	-1.302	-0.095	-2.154*
Taiwanese and Chinese employees	0.071	0.322	0.165	0.639
Cross-strait factors* selection	0.381	1.323	-0.348	-1.029
Cross-strait factors* education	-0.654	-2.094**	-0.124	-0.339
Cross-strait factors* staffing	-0.486	-1.607	0.638	1.795
Cross-strait factors* retention	0.793	2.226**	-0.285	-0.682
Adjust R2	0.600		0.449	

N=348; P* < 0.05 ; P** < 0.01 ; P*** < 0.001

4.1.4 The results of moderating effects of cross-strait factors for the human resources management activities and the organizational citizenship behavior ; By table 5, selection, staffing and retention affecting Taiwanese employees' interpersonal altruism is much more significant than that affecting Chinese employees' interpersonal altruism (T=1.986* ; T=-2.201** ; 2.036*); retention affecting Taiwanese employees' interpersonal altruism is much more significant than that affecting Chinese employees' interpersonal altruism (T=-2.635*).

Table 5. The empirical analysis table of moderating effects of cross-strait factors for the human resources management and the organizational citizenship behavior

Variable	Interpersonal altruism		Organizational public welfare	
	Beta value	T value	Beta value	T value
Selection	0.013	0.122	0.017	0.170
Education	0.075	0.551	0.211	1.627
Staffing	0.037	0.264	0.003	0.022
Retention	0.187	1.309	0.092	0.683
Gender	0.031	0.565	-0.032	-0.618
Age	0.099	1.652	0.198	3.474**
Seniority	-0.074	-1.330	-0.057	-1.083
Sales department	0.014	0.209	0.035	0.555
Manufacture department	-0.063	-0.869	-0.043	-0.635
Administration department	-0.031	-0.417	-0.034	-0.491
Educational background	0.018	0.319	0.017	0.320
Taiwanese and Chinese employees	-0.506	-1.572	-0.609	-1.989*
Cross-strait factors* selection	0.840	1.986*	0.577	1.437
Cross-strait factors* education	0.192	0.419	0.057	0.130
Cross-strait factors* staffing	-0.978	-2.201**	-1.111	-2.635**
Cross-strait factors* retention	0.411	0.785	1.011	2.036*
Adjust R2	0.138		0.223	

N=348; other departments are classified as a reference group; P*<0.05; P**<0.01; P***<0.001.

5 · DISCUSSION

According to the result of the correlations among human resource management, organizational commitment, and organizational citizenship behavior, and the moderating effect of the cross-strait factors, we discussed with the managers and suggested some further management decision and actions about the human resource management activities as follows:

1. While employees having higher recognition in selection and retention activities substantially affect their organizational commitment. Further, the education activities affected but have no significant influence with the retention commitment.
2. If the company's policy of thoroughly executing employees' performance appraisals, promotion, and salary payment, the employees will not do much organizational public behaviors.
3. A weakly negative correlation can be found between the education activity and the value commitment for Taiwanese employees. In another word, a strongly negative correlation exists between the education activity and the value commitment for Chinese employees. This finding shows Chinese employees' inclination to aspire after development and approval for values. But employees in Taiwan in employee's participation, complaint, and career planning contents have much more approvals about the organizational commitment.
4. The cross-strait factors influence the correlations between human resources management and the organizational citizenship behavior and Taiwanese employees are pleased to reveal more organizational citizenship behavior than Chinese employees.

Therefore, pay more attentions to employees selection and retention activity is the best way of inspiring employees to display more citizenship behavior and should know the training educated continuously is valuable for employees but not the key point to employees to stay in a workplace, so, it should be better to put emphasis to train up on important employees but not overall.

If company wishes the citizenship behavior proceeding continuously, choose the fine employees and do the retention works well are undoubted. Because of performance appraisal, employees in China are not willing to perform public works as possible, so company need to think and establish manners that can

encourage and measure the citizenship behavior in order to enhance the motivation and execution.

Accompanying with the globalization development, the manpower are circulated quickly and frequently, in case of the company may lift up the competition capability by conduct the human resource management activities to expand the personnel and organization advantage.

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