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Author Pi-er Wang
Author's Email Address No Public.
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Abstract
While organizational cultures, human capital, and human resource (HR) professionals' roles receive more attention in the field of management, this study investigates the relationships among organizational cultures, human capital, roles of human resource professionals, and organizational performance. In addition, from the perspectives of internal fit as mediation and gestalts, this study also explores how these factors affect organizational performance.
Through questionnaire and statistic data analysis, the results of this study indicate several findings: (1) Features of human capital have positive effects on the roles of human resource professionals. (2) Clan culture has positive effects on HR professionals' champion role and change agent role. Adhocracy culture has negative effects on administrative expert role, but has positive effects on change agent role. Hierarchy culture has negative effects on strategic partner role, champion role, and change agent role. (3) Roles of human resource professionals have positive effects on organizational subjective performance. (4) HR professionals' roles have mediation effect on the relationship among human capital, organizational cultures, and organizational performance. (5) The gestalt model that includes roles of human resource professionals and human capital has significant impact on organizational performance.
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Pei-Wen Huang - advisor

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