

CITY UNIVERSITY OF HONG KONG
香港城市大學

**The Effects of Human Capital on Performance
in Professional Service Firms and Its
Mechanism: Perspectives of Knowledge
Integration and Partners' Leadership**
專業服務型企業人力資本對績效的影響及
其機制研究 — 基於知識整合與合夥人領
導行為的視角

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摘要

近年來，以提供定制化、知識型客戶服務為主要內容的專業服務型企業成為廣大學者聚焦關注的熱點。與傳統企業相比，專業服務型企業最大的特點是人力資本是其最重要的資源（Hitt, Bierman, Shimuzu, & Kochhar, 2001），並且具有知識密集型、低資本需求、和由職業員工組成等特徵（Von Nordenflycht, 2010）。隨著經濟的發展，專業服務型企業面臨的競爭日益激烈，對其競爭力的要求日漸增高，與之同時對其員工績效的要求也越來越高（李勇堅和夏傑長，2012）。

專業服務型企業員工的人力資本真的會影響他們的績效麼？如果會，它的影響機制又如何？本研究通過兩方面的研究來完成對專業服務型企業員工的人力資本影響其績效及其機制的探索。

本研究立足於知識基礎觀，以專業型服務企業的典型代表--律師事務所--為對象，探討員工的人力資本對其績效的影響過程，並推導出“人力資本→知識整合→員工績效”這一邏輯路線，討論了知識整合在人力資本對其績效影響過程中的仲介作用；在此基礎上，本研究深入剖析領導行為對人力資本與知識整合關係的調節作用，並對之進行了全面的實證研究。總的來說，本研究通過對中國浙江省 53 家律所的調研，使用實證的方法研究了律師事務所中員工人力資本對其績效的影響及其機制。

本研究首先討論了知識整合在專業服務型企業員工人力資本和員工績效關係中的仲介作用。隨著商業的發展，競爭愈發激烈，專業服務型企業需要提供給客戶定制化的服務，而這需要通過員工之間的知識整合才能完成（Morris & Snell, 2008）。人力資本對於員工績效的影響，應該以企業團隊內的知識整合為前提。

在探討了知識整合在人力資本與績效關係中的仲介作用後，本研究討論了合夥人領導行為在員工人力資本與知識整合關係中的調節作用。員工之間通過知識整合才能提供給更好的客戶專業化、定制化的服務，人力資本為員工進行知識整合提供了整合的基礎，而員工進行知識整合的意願和動機會受到合夥人領導行為的影響（Goh, 2002），它會影響人力資本與知識整合之間的關係。變革型領導行為能夠促進員工對於企業的認同，進而增加員工知識整合的意願，從而使人力資本與知識整合的關係更強；交易型領導行為設定員工達成組織目標時所能獲得的獎酬，界定員工的角色，並不會增加員工知識整合的意願，從而使得人力資本與知識整合的關係沒那麼強（Podsakoff, 1996）。所以，本研究檢驗了變革型領導行為、交易型領導行為對人力資本與知識整合關係的調節作用。

本研究的主要結論如下：

（1）知識整合在專業服務型企業員工人力資本與員工績效之間的關係中起仲介作用。本研究通過員工在該企業的工作年限、工作過的專業服務型企業數量、工作過的行業數量來代表員工的人力資本。結果表明：知識整合對員工在該企業的工作年限與員工績效的關係起完全仲介作用；知識整合對員工工作過的專業服務型企業數量、員工工作過的行業數量與員工績效的關係起部分仲介作用。

（2）合夥人領導行為在員工人力資本與知識整合的關係中起調節作用。本研究的結果表明，變革型領導行為對員工在該企業的工作年限、工作過的專業服務型企業數量與知識整合的關係起正向調節作用。具體來說，變革型領導行為越強，員工在該企業的工作年限、員工工作過的專業服務型企業數量對知識整合的正向作用就越大；交易型領導行為對員工在該企業的工作年限、員工工作過的專

業服務型企業數量與知識整合的關係起反向調節作用。具體來說，交易型領導行為越強，員工在該企業的工作年限、員工工作過的專業服務型企業數量對知識整合的正向作用就越小。變革型領導行為、交易型領導行為對員工工作過的行業數量與知識整合的關係的調節作用則不顯著。

研究的理論和實際意義

- (1) 本研究從理論上揭示了專業型服務企業人力資本與績效的關係及其內在影響機制。對專業服務型企業來說，人力資本與員工績效之間的關係十分重要。本研究首次在專業服務型企業員工人力資本與員工績效的關係中引入知識整合這一變數，揭示了它的仲介作用。
- (2) 本研究揭示了領導行為對人力資本與知識整合之間關係的調節作用。人力資本提供了可以用於整合的知識，但其與對知識整合的影響還受到員工的意願和動機的調節。交易型領導行為和變革型領導行為會影響員工進行知識整合的意願和動機，從而調節人力資本與知識整合的關係。具體來說，當專業服務型企業合夥人變革型領導行為較強或交易型領導行為較弱時，員工進行知識整合的意願和動機就強，從而人力資本與知識整合的正向關係就越強；當合夥人變革型領導行為較弱或交易型領導行為較強時，員工進行知識整合的意願和動機就較弱，從而人力資本與知識整合的正向關係就沒那麼強。
- (3) 在經濟活動發展對專業型服務企業的客戶服務提出更高要求的今天，要想在日益激烈的競爭中勝出，企業除了提升員工的人力資本外，必須更加關注員工之間的知識整合。知識整合在專業服務型企業的員工人力資本與員工績效之間的關係中起仲介作用。從這一點出發，採取

一系列的合理的制度設計來提升和促進員工之間的知識整合，就可以提高其績效。

- (4) 專業服務型組織在採取一系列制度設計來提升員工之間的知識整合的同時，也需要關注合夥人的領導行為。領導行為在員工人力資本與知識整合的關係中起調節作用。由此出發，若提升合夥人的變革型領導行為，削弱合夥人的交易型領導行為，人力資本與員工知識整合的正向關係就會更強，這樣就能提高員工績效。

關鍵字：專業服務型企業、人力資本、員工績效、知識整合、變革型領導行為、交易型領導行為

Abstract

Professional service firms that supply customized knowledge-based services have become the focus of studies by many scholars. According to the resource-based view of the firm, the most important resource of professional service firms is their human capital (Hitt, Bierman, Shimuzu, & Kochhar, 2001). Such firms have low capital intensity, but have a professional workforce that provides knowledge intensity (Von Nordenflycht, 2010). As the economy develops, there is greater competition among professional service firms, which consequently require more competencies and better employee performance (Li & Xia, 2012).

Employing a knowledge-based view of the firm and using empirical data from a survey of 53 law firms in Zhejiang Province, China, this study explores the issue of how human capital influences employee performance in professional service firms, deduces a logical route from human capital via knowledge integration to employee performance, and probes the moderating effect of leadership on the relationship between human capital and knowledge integration.

This study first examines the effect of knowledge integration on the relationship between human capital and employee performance. An increasingly competitive market requires that professional service firms supply more specialized services; employees therefore need to integrate their knowledge so that human capital can improve employee performance (Morris & Snell, 2008).

Following on from this examination of the effect of knowledge integration on the

relationship between human capital and employee performance, the study then investigates the moderating effect of leadership on the relationship between human capital and knowledge integration. Professional service firms supply customized, specialized services after employees integrate their knowledge. However, the motivation for employees to integrate their knowledge is partially determined by leadership (Goh, 2002). Specifically, transformational leadership has a positive effect on employees' identification with their firm, and hence makes them more willing to integrate their knowledge, making the relationship between human capital and knowledge integration more significant; transactional leadership sets the roles of employees and the rewards they get if they complete their tasks, but it decreases the willingness of employees to integrate their knowledge, making the relationship between human capital and knowledge integration less significant (Podsakoff, 1996). This study tests the moderating effect of leadership on the relationship between human capital and knowledge integration.

The major conclusions are as follows:

1. Knowledge integration mediates the relationship between human capital and employee performance. This study uses the time an employee has been working in a firm, the number of firms an employee has worked for, and the number of industries an employee has worked in, to proxy for an employee's human capital, and finds these results: Knowledge totally mediates the relationship between the time an employee has been working in a firm and the employee's performance; knowledge partially mediates the relationship between the number of firms an employee has worked for, the number of industries an employee has worked in, and the employee's

performance.

2. Leadership moderates the relationship between human capital and knowledge integration. The results show that transformational leadership positively moderates the relationship between the time an employee has been working in a firm, the number of firms an employee has worked for, and knowledge integration. The greater the transformational leadership, the more positive is the effect on knowledge integration of the time an employee has been working in a firm and the number of firms an employee has worked for. Transactional leadership negatively moderates the relationship between the time an employee has been working in a firm, the number of firms an employee has worked for, and knowledge integration. The greater the transactional leadership, the less positive is the effect on knowledge integration of the time an employee has been working in a firm and the number of firms an employee has worked for. Transformational leadership and transactional leadership do not play a significant moderating role in the relationship between the number of industries an employee has worked in and knowledge integration.

The theoretical and practical implications are as follows:

- a. This study theoretically explores the intrinsic relationship between human capital and employee performance. For professional service firms, the relationship of human capital to employee performance is very important. The study analyzed this relationship using the mediating variable of knowledge integration, and validated its mediating role.
- b. At the same time, this study analyzes the relationship of human capital to

knowledge integration using the moderating variable of leadership. The results show that leadership moderates the positive effect human capital has on knowledge integration. Specifically, when transformational leadership is pronounced or there is little transactional leadership, the employees' incentive to integrate their knowledge is strong, which makes the positive relationship between human capital and knowledge integration more significant; when there is little transformational leadership or transactional leadership is pronounced, the employees' incentive to integrate their knowledge is weaker, which makes the positive relationship between human capital and knowledge integration less significant.

- c. This study has important practical implications for human capital development and the organizational design of Chinese professional service firms. Knowledge integration mediates the relationship between human capital and employee performance, and to maintain competitive advantage such firms need not only to develop their human capital but also to promote knowledge integration among their employees: they should use systematic mechanisms to encourage employees to integrate their separate knowledge.
- d. Leadership moderates the relationship between human capital and knowledge integration. The professional service firm needs not only to integrate employees' knowledge but also to attend to its leadership style. Favoring transformational leadership over transactional leadership will provide more incentives to employees to integrate their knowledge and make the relationship between human capital and knowledge integration more significant, thus improving the competency of the firm.

Keywords: Professional service firms, human capital, employee performance, knowledge integration, transformational leadership, transactional leadership

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