

從信任角色探討程序、分配、人際公平

張詠承、童惠玲

E-mail: 387192@mail.dyu.edu.tw

摘要

本研究以信任及組織公平為研究主題，不同於傳統信任觀點，亦即員工以自信、正向期望來衡量直屬主管是否有職能、精湛技術、高效率、貼心、忠誠及具有原則和公平等誠信(Trustworthiness)表徵。針對Mayer, Davis, and Schoorman(1995)單一構念的信任意圖觀點是為易調適意願(willingness to be vulnerable)，本研究提出員工(受信任者)對主管的信任是建立在未受到監控的期望基礎之上，以主管為參考體的信任、誠信、組織公平之間關係的預測，探討組織公平與信任的前因與後果，期望研究結果之理論意涵作為公平與信任相關之研究後續參考使用。研究資料來自台灣數所大專院校共382份由校隊隊員評量校隊教練透過貫時性分析之問卷，研究結果支持本研究大部分之假說。結果顯示：(1)T1組織公平對T2易調適意願產生正向影響；(2)T1誠信對T2易調適意願產生正向影響；(3)T1組織公平對T2誠信產生正向影響。文末則提出相關之理論與實務意涵及未來研究之方向。

關鍵詞：組織公平、信任、誠信、貫時性分析

目錄

封面內頁 簽名頁 中文摘要 iii 英文摘要 iv 誌謝辭 v 內容目錄 vi 表目錄 viii 圖目錄 ix 第一章 緒論 1 第一節 研究背景及動機 1 第二節 研究目的 5 第三節 研究流程 5 第二章 文獻探討 6 第一節 組織公平 6 第二節 信任 14 第三節 誠信 18 第四節 組織公平對易調適意願之理論基礎 20 第五節 組織公平對誠信之理論基礎 21 第六節 組織公平、信任、誠信之關係 21 第三章 研究方法 25 第一節 研究架構 25 第二節 研究假設 26 第三節 研究對象 27 第四節 變數之操作型定義與衡量 28 第五節 問卷及樣本結構設計 30 第六節 統計分析方法 31 第四章 資料統計分析及結果 34 第一節 樣本資料統計 34 第二節 驗證性因素分析 37 第三節 整體模式衡量分析 59 第四節 相關分析 62 第五節 迴歸分析 66 第五章 研究結論及建議 70 第一節 研究實證結果 70 第二節 理論及實務之貢獻 74 第三節 研究限制及未來研究之建議 77 參考文獻 80 附錄 研究問卷 89 表目錄 表4-1 樣本之樣本特性 37 表4-2 程序公平-衡量指標 40 表4-3 分配公平-衡量指標 43 表4-4 人際公平-衡量指標 45 表4-5 易調適意願-衡量指標 48 表4-6 善意-衡量指標 50 表4-7 正直-衡量指標 53 表4-8 CFA-彙整表 54 表4-9 研究變項之驗證性因素分析 58 表4-10 CFA-平均萃取變異量 58 表4-11 變項量測模式比較表 61 表4-12 各變數之平均數、標準差及相關係數表 65 表4-13 各變項之迴歸係數總表 66 表4-14 研究假設1之迴歸分析結果 67 表4-15 研究假設2之迴歸分析結果 68 表4-16 研究假設3之迴歸分析結果 69 圖目錄 圖3-1 研究架構圖 25 圖4-1 Time1程序公平-CFA 39 圖4-2 Time2程序公平-CFA 40 圖4-3 Time1分配公平-CFA 41 圖4-4 Time2分配公平-CFA 42 圖4-5 Time1人際公平-CFA 44 圖4-6 Time2人際公平-CFA 45 圖4-7 Time1易調適意願-CFA 46 圖4-8 Time2易調適意願-CFA 47 圖4-9 Time1善意-CFA 49 圖4-10 Time2善意-CFA 50 圖4-11 Time1 正直-CFA 51 圖4-12 Time2 正直-CFA 52

參考文獻

一、中文文獻 江若嵐(2005)，國際觀光旅館員工組織公平、工作滿意度、組織承諾與組織公民行為關係之研究，私立銘傳大學觀光研究所之碩士論文。 牟鍾福(2002)，國中體育教師組織正義與組織信任對組織承諾影響之研究，國立台灣師範大學體育學系之博士論文。 李茂能(2009)，圖解AMOS在學術研究之應用，台北：五南。 李德治，童惠玲(2009)，多變量分析：專題及論文常用的統計方法，台北：雙葉。 張瑞當、徐漢祥、倪豐裕(2001)，公平性認知對組織成員工作滿意度與組織承諾影響之實證研究，中山管理評論，9，135-163。 黃家齊(2002)，組織公正與員工行為 - 構面間關聯性差異及交往原則的直接與干擾效果，Chiao Da Management Review, 22(2), 35-78。 蔡秀娟(2006)，存在或虛幻？組織信任研究回顧與展望，公共行政學報，21，163-178。 蔡啟通(2006)，領導者部屬交換與員工創新行為：組織正義之中介效果及組織特性之干擾效果，管理學報，23(2)，171-193。 熊欣華(2001)，組織間合作的信心管理，國立政治大學企業管理研究所之碩士論文。 龍立榮(2004)，公正的啟發理論述評，心理科學進展，12(2)，447-454。 羅新興、李幸穗 (2004)，應徵者面談過程所呈現的訊息對面談評價的影響—以企業員工的招募甄選為實驗情境，人力資源管理學報，4(3)，55-72。 羅新興、戚樹誠、黃國榮(2005)，受評者對績效評核的程序正義知覺之前因及其影響，管理學報，22(3)，341-358。 嚴秀茹，林育理，蔡國圳(2005)，親屬禁用制度對員工公平知覺與工作態度之關係，人力資源管理學報，2(5)，67-93。 二、外文文獻 Adams, J. S. (1963). Wage Inequities, Productivity, and Work Quality, Industrial Relations, 3, 9-16. Adams, J. S. (1965). Inequity in Social Exchange, Advances in Experimental Social Psychology, 2, 267-299. Azjen, I. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50, 179-211. Blau, P. M. (1964). Exchange and Power in Social Life. Wilcy, New York. Barber, B. (1983). The Logic and Limits of Trust. New Brunswick, NJ: Rutgers

University Press. Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations*, 1, Greenwich, CT: JAI Press, 43-55.

Butler, J.K. (1991). Toward understanding and measuring conditions of trust: Evolution of a condition of trust inventory. *Journal of Management*, 17, 643-663.

Butler, J.K., & Cantrell, R.S. (1984). A behavioral decision theory approach to modeling dyadic trust in superiors and subordinates. *Psychological Reports*, 55, 19-28.

Bollen, K. A., & Stine, R. A. (1992). Bootstrapping goodness-of-fit measures in structural equation models. *Sociological Methods and Research*, 21, 205-229.

Brocker, J., & Siegel, P. (1996). Understanding the Interaction between Procedural and Distributive Justice. *Trust organizations: Frontiers of theory and research*, Thousand Oaks, CA: Sage Publications, 331-356.

Cook, J., & Wall, T. D. (1980). New work attitude measures of trust, organizational commitment, and personal need non-fulfillment. *Journal of Occupational Psychology*, 53, 39-52.

Crosby, P. (1984). *Quality without tears: The art of hassle-free management*: McGraw-Hill.

Crosby L.A., Evans K. R., Cowles D. (1990). Relationship Quality in Services Selling: An Interpersonal Influence Perspective, *Journal of Marketing*, 5(4), 68-82.

Carnevale, D. G. (1998). Organizational Trust. In Try M. Shafritz (ed.), *The international encyclopedia of public and administration*. Westview Press.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386-400.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445.

Conlon, D. E., Meyer, C. J., & Nowakowski, J. M. (2005). How does organizational justice affect performance, withdrawal, and counterproductive behavior? In J. Greenberg & J. A. Colquitt (Eds.), *The handbook of organizational justice*, 301-328.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31, 874-900.

Clay-Warner, J., Hegtvedt, K. A., & Roman, P. (2005). Procedural justice, distributive justice: how experiences with downsizing condition their impact on organizational commitment. *Social Psychology Quarterly*, 68(1), 89-102.

Doney, P.M., Connon, J.P., & Mullen, M.R. (1998). Understanding the influence of national culture on the development of trust. *Academy of Management Review*, 23(3), 601-620.

Davis, J., Schoorman, D., Mayer, R., & Tan, H.H. (2000). The trusted general manager and business unit performance: Empirical evidence of a competitive advantage. *Strategic Management Journal*, 21(5), 563-576.

Folger, R., & Cropanzano, R. (1998). Organizational justice and human resource management. Thousand Oaks, CA: Sage.

Gabarro, J. J., & Athos, J. (1976). *Interpersonal relations and communications*. Englewood Cliffs, NJ, Prentice-Hall.

Greenberg, J. (1990). Organization justice: Yesterday, today and tomorrow. *Journal of Management*, 16(2), 399-432.

Greenberg, J. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management*: 79-103.

Ganesan S. et Hess R. (1997). Dimensions and Levels of Trust: Implications for Commitment to a Relationship, *Marketing Letters*, 8(4), 439-448.

Gruing, J. E., & Hon, L. C. (1999). Guidelines for measuring relationships in public relations. *The Institute For Public Relations*, 1-40.

Garbarino E. et Johnson M.S. (1999). The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships, *Journal of Marketing*, 63(4), 70-87.

George, J. M., & Jones, G. R. (2000). The role of time in theory and theory building. *Journal of Management*, 26, 657-684.

Gefen, D., Karahanna, E., & Straub, D. W. (2003). Inexperience and experience with online stores: The importance of TAM and trust. *IEEE Transactions on Engineering Management*, 50(3), 307-321.

Homans, G. C., (1961). *Social Behavior: Its Elementary Forms*, New York: Harcourt Brace and World.

Homans (1992). *The human group*. New Brunswick, NJ, Transaction.

Hosmer, L.T. (1995). Trust: The connecting link between organizational theory and philosophical ethics. *Academy of Management Review*, 20(2), 379-403.

Hosmer L. R. & Kiewitz, C. (2005). Organizational justice: A behavioral science concept with critical implications for business ethics and stakeholder. *Business Ethics Quarterly*, 15(1), 61-91.

Jane Dunnett, P. D., & Douglas Flint, P. D. (2006). Part-Time workers and organizational justice. *The Business Review*, 5(1), 39-43.

John A. Colquitt & Jessica B. Rodell (2011). Justice, trust, and trustworthiness: A Longitudinal Analysis Integrating Three. *Academy of Management Journal*, 54(6), 1183-1206.

Kim W.C. & R. Mauborgn (1997). "Value innovation: the strategic logic of high growth," *Harvard Business Review*, 75(1), 102-112.

Kreitner, R. & Kinicki, A. (2001). *Organizational behavior*, Irwin/McGraw-Hill, Boston.

Kim W.C. & R. Mauborgn (2004). "Blue ocean strategy," *Harvard Business Review*, 82(10), 76-84.

Leventhal, G. S. (1980). What should be done with equity theory? In K. J. Gergen, M. S. Greenberg, & R. H. Willis (Eds.), *Social exchange: Advances in theory and research*, 27-55.

Lewis, J. D., & Wrigert, A. (1985). Trust as a social reality. *Social Forces*, 63, 967-984.

Lewicki, R. J., McAllister, D. J., Bies, R. (1998). Trust and distrust: New relationships and realities. *Academy of Management Review*, 23, 438-458.

Nowakowski, J., & D. Conlon (2005). "Organizational Justice: Looking back, Looking Forward." *International Journal of Conflict Management*, 16(1), 4-29.

Pfeffer, J & Langton, N. (1993). The effects of wage dispersion on satisfaction, productivity, and working collaboratively: Evidence from college and university faculty. *Administration Science Quarterly*, 38(3), 382-401.

Robbins (1998). *S.P., Organizational Behavior*, New Jersey: Prentice Hall.

Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23, 393-404.

Smith, J.B., & Barclay, D.W. (1997). The effects of organizational differences and trust of the effectiveness of selling partner relationships. *Journal of Marketing*, 61, 223-230.

Smith, A.K., Rush N. B., & Janet, W. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, 36, 356.

Tschannen-Moran, M., & Hoy, W.K. (2000). A multidisciplinary analysis of the nature, meaning, and measurement of trust. *Review of Educational Research*, 70(4), 547-593.

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845-855.

McCauley, D. P. & Kuhnert, K. W. (1992). A theoretical review and empirical investigation of employee trust in management. *Public Administration Quarterly*, 16, 265-278.

Moorman, Christine, Rohit Deshpande, & Gerald Zaltman (1993). "Factors affecting trust in market

research relationships. " *Journal of Marketing*,57, 81-102. Morgan, R. M. & Hunt, S. D.(1994). The Commitment-Trust Theory of Relationship Marketing, *Journal of Marketing*,58(3), 20-38. McAllister, D.J.(1995). Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*,38(1),24-59. Mishra, A.K.(1996).Organizational responses to crisis: The centrality of trust. In R.M. Kramer & T.R. Tyler(Eds.), *Trust in organizations: Frontiers of theory and research*,261-387.CA:Sage. Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management:A field quasi-experiment. *Journal of Applied Psychology*,84: 123 – 136. Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal*, 48,874-888. Mehmet ince(2011). The effect of employees ' perceptions of organizational justice on organizational citizenship behavior: An application in Turkish public institutions. *International Journal of Business and Management*,6(6),134-149. Singh, J. & Sirdeshmukh, D., (2000). Agency and Trust Mechanisms in Consumer Satisfaction and Loyalty Judgments, *Academy of Marketing Science* , 28(1),150-167.