The Correlation of Organizational Trust , Knowledge Sharing and Employees Job Performance

E-mail: 9510719@ mail.dyu.edu.tw

ABSTRACT

Base on importance of social capital theory ,the present study investigates the interpersonal relationship will become deeply through trust and reciprocity , in organization , staffs can develop their trust and reciprocity through long-term investment and management . Through trust , the staffs will be willing to share their knowledge to their director and their coworker . In organization , the behavior of sharing knowledge will improve job performance . Through sampling from Chunghwa Telecom company , the study tried to take different aspects – organizational trust and knowledge sharing to job performance . The main purpose of this study is to realize that whether job performance will be influenced by organizational trust and knowledge sharing , and if knowledge sharing will be an intermediary effect between organizational trust and job performance . The thesis used SPSS 10.0 software to take all hypothesis . The conclusion are below : organizational trust has positive effect on knowledge sharing , knowledge sharing has positive effect on job performance , organizational trust has positive effect on job performance and knowledge sharing has an intermediary effect between organizational trust and job performance . Based on the results generated , there are some implications and suggestions will be offered for practices and academic field .

Keywords : organizational trust ; knowledge sharing ; job performance

Table of Contents

REFERENCES

　　　　1.　　　　　　　82　　　　　　　　　　　　　　　　　　14　13-38　2.
　　89　　　　　　　　　　　　　　　　　—　　　　　　　　　　　　　　1
53-74　3.　　　85　　　　　　　　　　　　　:　　　　　　　　　3
391-415　4.　　88　　　　　　　　　　　　　:　　　　　　　4
1049-1073　5.　　　90　　　　　　　--
6.　　90　　　　　　:　　　　　　11　253-295　7.　　89
　　　80　8.　　88
9.　(90)　　　　　　　　　　　　　10.　　89
- Unix　　　　　11.
87　　　　　　　　　　19-39　12.
89　　　—　　　　293-320　13.
82　　　　　　　　　　44-56　14.　91
-　　　　　　　　15.
92　　　　　　　　　　16.
90
17.　　　　　　　92
18.　89　　　　　:　　　41
87-120　19.　91
20.　89　SPSS　:　21.　89
:　22.　83　　　11(2)　281-312

1. Adkins, C. L., Meglino, B. M. & Ravlin, E. C.　1989　. A work values approach to corporate culture: A field test of value congruence process and its relationship to individual outcomes. Journal of Applied Psychology, 37, 424-432. 2. Anderws, M. C. & Kacmar, K. M.　2001　. Discriminating among organizational politics, justice, and support. Journal of Organizational behavior, 22, 347-366. 3. Anderws, M.C.& Kacmar, K. M.　2001　. Discriminating among organizational politics, justice, and support.Journal of Organizational behavior, 22, 347-366. 4. Anderson, J. C. & Narus, J. A.　1990　. A model of distributor firm and manufacturer firm working partnerships. Journal of Marketing, 54, 42-58. 5. Anderson, S. E. & Williams, L. J.　1991　. Job satisfaction and organizational commitment as predictors of organizational citizenship and in role behaviors. Journal of Management, 17, 601-617. 6. Anderson, S. E. & Williams, L. J.　1991　. Job satisfaction and organizational commitment as predictors of organizational citizenship and in role behaviors. Journal of Management, 17, 601-617. 7. Barclay, D. W. & Smith, J. B.　1997　. The effects of organizational differences and trust on the effectiveness of selling partner relationships. Journal of Marketing, 61, 3-21. 8. Ash, R.A., Bretz, R. J. & Dreher G. f.　1989　. Do people make the place? An examination of the attraction-selection-attrition hypothesis. Journal of Vocational Behavior, 44, 32-54. 9. Bateman, T. S. & Organ, D. W.　1983　. Job satisfaction and the good soldier: the relationship between affect and employee citizenship. Academy of Management Journal, 26(4), 587-595. 10. Becker, T. E.　1992　Foci and bases of commitment: Are they distinctions worth making? Academy of Management Journal, 35, 232-244. 11. Bentler, P. M. & Bonett, D. G.　1980　. Significance tests and goodnessof fit in the analysis of covariance structures. Psychological Bulletin, 88, 588-606. 12. Bennett, N., Liden, R.C. & Settoon, R.P,　1996　. Social in Organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. Journal of Applied Psychology, 81, 219-227. 13. Browenell, A. & Shumaker, S. A.　1984　. Toward a theory of socialsupport: closing conceptual gaps. Journal of Social Issues. 40(4),11-36. 14. Bowen, D. E., Ledford, G. E. & Nathan, B. R.　1991　. Hiring for theorganizations, not the job. Academy of Management Executive, 5, 35-51. 15. Boxx, W. R., Dunn, M. G. & Odom, R. Y.　1991　. Organizational cultures, commitment, satisfaction and cohesion. Public Productivity and Management Review, 14(2), 157-169. 16. Burt, R. S., Camerer, C., Rousseau, S. B. & Sitkin, S. B.　1998　. Not so

different after all: A cross-discipline view of trust. Academy of Mangement Review, 23, 3, 393-404. 17. Caldwell, D. F., Chatman, J. & O'Reilly, C. A. 1991. People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34(3), 487-516. 18. Caldwell, D., Chatman, J., & O'Reilly, C. 1990. Building organizational commitment: A multiform study. Journal of Occupational Psychology, 63, 245-261. 19. Cannon, J. P., Doney, P. M. & Mullen, M. P 1998. Understanding the influence of national culture on the development of trust. Academy of Mnagement Revies. 23, 3, 601-620. 20. Caplan, R. D. & Jones, K. W. 1975. Effects of working load role ambiguity and type a personality onn anxiety, depression, and heart rate. Journal of Applied Psychology, 6, 713-719. 21. Caroline, M. & Ingham, M. 1998. How to learn in R & D partnership? R&D Management, 28(4), 249-261. 22. Chatman, J. A. 1989. Improving interact ional organizational research: A model of person-organization fit. Academy of Management Review, 14, .333-349. 23. Cheraskin, L., Shapiro, D. & Shepard, B. H. 1992. Business on a handshake. Negotiation Journal, 8, 4, 365-377. 24. Cronbach L. J. & Meehl P. C. 1955. Construct validity in psychological test. Psychological Bulletin, 52, 281-302. 25. Cobb, S. 1976. Social support as a moderator of life stress. Psychosomatic Medicine. 300-314. 26. Cohen, S. & Wills. T. A. 1985. Stress, social support, and the buffering hypothesis. Psychological Bulletin. 98, 310-357. 27. Cook,J.&Wall, T. 1980.New work attitude measures of trust, organizational commitment and personal need nonfulfillment. Journal of Occupational Psychology, 53, 39-52. 28. Davis, J. H., Mayer, R. C. & Schoorman, F. D. 1995. An integrationmodel of organizational trust. Academy of Management Review. 20(3),29-61. 29. Dean,A.&Lin, N. 1977.The stress-buffering role of social support:problems and prospects for systematic investigation. Journal of Nervous and Mental Disease, 165, 403-417. 30. Durham C.C., Knight D.&Locke E. A. 1997.Effetcts of leader role,team-set goal difficulty, efficacy, and tactics on team effectiveness.Organizational Behavior and Human Decision Proceses, 72, 203-231. 31. Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. 1986.Perceived organizational support. Journal of Applied Psychology, 71,500-507. 32. Farh, J. L. & Tsui, A. S. 1997. Where guanxi matters: Relational demography and guanxi and technology. Work and Occupations, 24,56-79. 33. Gambetta, D. 1988. Can we trust trust? In Gambetta D. Ed. Trust:Making and breaking cooperative relationships. Oxford, UK: Basal Blackwell, 213-237. 34. George, J. M. & Zhou, J. 2001. When job dissatisfy action leads to creativity: Encouraging the expression of voice. Academy of Management Journal, 44, 682-694. 35. Graen, G. B. 1976. Role-making processes within complex organizations. In Dunnette, M. D. Ed., Handbook of Industrial and Organizational Psychology, 1204-1245. 36. Graen, G. & Liden, R. C. 1980. Generalizability of the vertical dyad linkage model of leadership. Academy of Management Journal, 451-465. 37. Graen, G. B. & Scandura, T. A. 1984. Moderating effects of initialleader-member exchange status on the effects of a leadership intervention. Journal of Applied Psychology, 428-436. 38. Farh, J. L. & Tsui, A. S. 1997.Where guanxi matters: Relational demography and guanxi and technology. Work and Occupations, 24,56-79. 39. George, J. M. & Zhou, J. 2001. When job dissatisfy action leads to creativity: Encouraging the expression of voice. Academy of Management Journal, 44, 682-694. 40. Graen, G. B. 1976. Role-making processes within complex organizations. In Dunnette, M.D. Handbook of Industrial and Organizational Psychology, 1204-1245.