

國立彰化師範大學 99 學年度博士班招生考試試題

系所：人力資源管理研究所

科目：人力資源管理

☆☆請在答案紙上作答☆☆

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1. Summarize the main points of the following article. (50%)

Interpersonal trust is defined as “A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another” (Rousseau, Sitkin, Burt, & Camerer, 1998). In other words, trustor believes that others will not act to exploit one’s vulnerabilities (McAllister, 1995). Lewis and Weigert (1985) classified interpersonal trust into cognitive trust and affective trust. Cognitive trust begins with the perception about the competence or trustworthiness of trustees, then trust will be developed after rational evaluation of another’s ability and the degree to which they fulfill their obligations for a long time (Jeffries & Reed, 2000). While affective trust derives from repeated interactions over time between trustors and trustees, relying on affective exchanges (e.g., instincts, feelings, concerns) to determine the trustworthiness of trustees. Although these two dimensions have been extensively adopted by researchers (e.g., Jeffries & Reed, 2000; Jones & George, 1998; McAllister, 1995; Morrow, Hansen, & Pearson, 2004), some scholars argue that an entirely or partially emotion-free trust (cognitive trust) is more shallow and less enduring than affective trust (Lewicki & Bunker, 1996, McAllister, 1995). Williamson (1993), in particular, adopts this line of thinking when he argued that emotion-free trust is simply a calculation of costs and benefits. McAllister (1995) also proposed that the cognitive trust is more superficial and less special than affective trust. When a higher level of affective trust has been developed, then cognitive trust may no longer be important (McAllister, 1995). Therefore, increasing attention is being given to the interpersonal foundations of affective trust (Jeffries & Reed, 2000; Young & Daniel, 2003; Zeffane & Connell, 2003).

In addition, in Chinese society *guanxi* affects the principles of social interaction (Wright, Szeto, & Cheng, 2002) and the development of trust between individuals in Chinese society (Tsui & Farh, 1997). In Chinese organizations, trust between supervisors and subordinates is also an important outcome of *guanxi* in their vertical dyad (Farh, Tsui, Xin, & Cheng, 1998). Yeung and Tung (1996) also suggested that interpersonal trust and relationship are essential elements to build and maintain *guanxi*. Therefore, when exploring the development of trust within the supervisor-subordinate relationships in a Chinese context, it is necessary to consider the effects of *guanxi* (Wright, Szeto, & Cheng, 2002). *Guanxi* is based on factors that promote shared social experience between and among individuals (e.g., being a relative, the same natal, a neighbor, a classmate) (Farh, Tsui, Xin, & Cheng, 1998) that become more established after repeated interactions thereby building positive emotions and intimate social connections (Xin & Pearce, 1996). Because *guanxi* and the affective trust may develop under the similar situations (e.g., a high frequency of interaction, an affective level of exchange and the sharing of social experience) (Farh, Tsui, Xin, & Cheng, 1998). Moreover, Tan and Chee (2005) also pointed out that affective antecedents (e.g., personal relationship, *guanxi*) take priority over cognitive antecedents (e.g., competence, professional credentials) for the development of trust in Chinese setting. Thus, in a *guanxi*-based Chinese

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context, the effects of the affective trust on supervisor-subordinate relationships should prevail over the cognitive trust.

Though appropriate affective trust would result in, increasing the quality exchanges between supervisor-subordinate relationships (Brower, Schoorman, & Tan, 2000), higher performance, and more citizenship behaviors between the supervisor and subordinate (Bauer & Green, 1996; McAllister, 1995). However, too higher level of affective trust may cause supervisors to give extremely high ratings of their subordinates (Ferris, Judge, Rowland, & Fitzgibbons, 1994; Sashittal, Berman, & Ilter, 1998; Varma, Pichler, & Srinivas, 2005), thereby influencing the accuracy of performance appraisal and overall creating halo effects (Cardy & Dobbins, 1986; Tsui & Barry, 1986; Wayne & Ferris, 1990). In a Chinese context, close and deep *guanxi* would also influence managerial decisions (Chen, Chen, & Xin, 2004). When supervisors are making decisions about resources allocation or encountering conflicts of interests, they will use their power to favor those subordinates with close *guanxi* ties to them and give those subordinates favorably performance ratings (Dunfee & Warren, 2001). Farh et al. (1998) also argued that supervisors would give subordinates with close *guanxi* connections higher performance ratings because of strong in-group favoritism. Accordingly, we propose that in Chinese organizations, a higher level of affective trust deepens the interactions between HR managers and their immediate executives, and make them feel more positively about each other. Under these circumstances, HR managers and the executives they are responsible for would build deep *guanxi* that means executives may favor these managers and give them more lenient performance ratings. That is, a higher level of affective trust would weaken the positive relationship between HR manager roles and HR performance indicators.

By contrast, McAllister (1995) proposed that cognitive trust is dependent on the competence, reliability, performance and professional credentials of trustee. When a higher level of cognitive trust exists between HR managers and the executives they are responsible for, their interpersonal relationships would be built on working interactions so there is less chance to build close *guanxi*. In such a situation, executives are more serious about the performance appraisal, focusing on HR managers' performance and competence, and give HR managers less lenient performance ratings (Tsui & Barry, 1986; Varma, Denisi & Peters, 1996). Furthermore, Kao (1996), Tan and Chee (2005) found that the effects of cognitive trust is less salient than affective trust in Chinese organizations, therefore, we expect that cognitive trust would not moderate the positive relationship between HR manager roles and HR performance indicators.

Moreover, Alexander and Wilkins (1982) reported that subjective performance indicators were influenced by interpersonal affectivity more than objective indicators. Varma, Denisi, and Peters (1996) also proposed that the negative influence of affective trust would be greater when performance information is ambiguous or when supervisors are asked to evaluate ambiguous aspects of performance. HR alignment indicators that measure the strategic HR performance tend to be less quantifiable and more subjective (Becker, Huselid, & Ulrich, 2001). Thus when HR managers are playing the role of strategic

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partner or change agent, higher affective trust would weaken the positive relationship between HR managers' roles and HR alignment indicators more significantly. However, by contrast, because most HR efficiency indicators are quantifiable and objective (Becker, Huselid, & Ulrich, 2001), we expect that higher affective trust would not weaken the positive relationship between the administrative expert role and HR efficiency indicators.

2. 試論核心人才管理(Talent Management)的理論基礎。(30%)
3. 試論人力資源管理如何面臨企業全球化的挑戰。(20%)