



中国当代心理科学文库

教育部社会科学委员会教育学心理学部 推荐

ERGOTICS

组织信任与管理控制效果的心理学研究

黄晓冰◇著



世界图书出版公司



中国当代心理科学文库

教育部社会科学委员会教育学心理学部 推荐

PSYCHOLOGY

组织信任与管理控制效果的心理学研究



黄晓冰◇著

中国世界图书出版公司
广州·北京·上海·西安

图书在版编目 (C I P) 数据

组织信任与管理控制效果的心理学研究 / 黄晓冰著.
—广州: 世界图书出版广东有限公司, 2017.1
ISBN 978-7-5192-2326-7

I . ①组… II . ①黄… III . ①管理心理学—研究
IV . ①C93-051

中国版本图书馆 CIP 数据核字 (2017) 第 005040 号

书 名	组织信任与管理控制效果的心理学研究 ZUZHI XINREN YU GUANLI KONGZHI XIAOGUO DE XINLIXUE YANJIU
著 者	黄晓冰
责任编辑	吕贤谷
装帧设计	楚芊沅
出版发行	世界图书出版广东有限公司
地 址	广州市海珠区新港西路大江冲 25 号
邮 编	510300
电 话	(020) 84459702
网 址	http://www.gdst.com.cn/
邮 箱	wpc_gdst@163.com
经 销	新华书店
印 刷	虎彩印艺股份有限公司
开 本	787mm × 1092mm 1/16
印 张	10.25
字 数	146 千字
版 次	2017 年 1 月第 1 版 2018 年 9 月第 3 次印刷
国际书号	ISBN 978-7-5192-2326-7
定 价	30.00 元

版权所有, 翻印必究
(如有印装错误, 请与出版社联系)

摘 要

20 世纪 90 年代以来, 哲学、心理学、经济学、社会学等学科开始对信任问题给予特别的关注。而纵观国内外社会经济现状, 信任问题同样渗透至各个领域的方方面面。信任不仅影响国与国之间的外交关系, 还影响国家和社会的管理水平及组织内部的管理控制效果。在这种背景下, 信任已经成为许多学科研究的重要课题, 组织信任更是组织行为学研究的热点问题。大量的有关组织信任的研究出现在组织政治、组织变革、组织学习、压力管理、冲突管理和领导力理论等领域。

目前, 国内外对信任的研究主要集中在信任的定义、分类、前因变量和后果变量等方面, 同时也有一些学者关注到信任与控制之间的关系。其中, 与本书研究主题相关性较大的是信任的后果变量研究和信任与控制的关系研究。本书旨在研究组织信任对管理控制效果的影响, 其实质就是研究组织中的主管如何利用对员工的信任影响员工的心理和行为, 进而影响管理控制效果, 亦属于信任后果变量的研究范畴。但管理控制效果作为组织信任的一个后果变量, 却明显不同于现有文献所列举的其他后果变量, 如个体态度、个体与组织行为、个体与组织绩效等。相比于这些后果变量, 管理控制效果的内涵更加丰富, 综合性更强, 它不仅包含行为(执行)控制效果, 也包含结果(绩效)控制效果, 其衡量标准为是否有利于组织战略目标的实现。另外, 本书研究组织信任对管理控制效果的影响, 其实质是探讨组织信任与管理控制效果的关系, 明显不同于当今理论界已有的信任与控制关系研究。

本书的研究内容主要包括三部分：第一部分，通过对信任、管理控制及信任与控制关系等文献进行回顾，对相关研究进行梳理总结，明确本书的研究主题。第二部分，通过正反两方面实际案例的对比分析，以及对组织信任影响作用机制的深入探讨，阐明适度信任对管理控制效果的正面影响效应和过度信任对管理控制效果的负面影响效应。在此基础上，经过认真分析和总结，归纳得出组织信任对管理控制效果的双面作用机制和间接影响路径，并构建出相应的理论框架模型。同时，提出三个具体的、有待进一步验证的研究假设，即“H1：主管对员工的信任与员工的信任体验正相关；H2：当员工感受到主管对自己的适度信任时，其心理和行为将做出积极的反应，进而正面影响主管对其的管理控制效果；H3：当员工感受到主管对自己的过度信任时，其心理和行为将做出消极的反应，进而负面影响主管对其的管理控制效果”。第三部分，针对案例分析和理论研究后构建出的框架模型及提出的研究假设，采用问卷调查、数据收集、定量分析等实证研究方法，利用 SPSS 和 AMOS 等软件工具对收集到的数据进行处理分析，验证了组织信任、员工信任体验、员工工作表现和管理控制效果四个概念之间的逻辑关系，最终得出以下三个研究结论：第一，组织信任直接影响员工信任体验，两者存在显著的正相关关系；第二，员工信任体验对员工工作表现具有调节效应，即在员工信任体验为“适度”的条件下，员工信任体验与员工工作表现存在显著的正相关关系；而在员工信任体验为“过度”的条件下，员工信任体验与员工工作表现存在显著的负相关关系；第三，员工工作表现正面影响管理控制效果，两者存在显著的正相关关系。这些研究结论，对组织的管理实践具有重要的借鉴意义，可供管理借鉴的主要方面有：①在组织管理中，管理者应当主动给予信任，并积极培育信任；②在组织管理中，管理者应当有意识防止过度信任；③组织管理应当注重倡导和培育感恩文化；④组织管理应当着力抑制和防范机会主义；五、组织管理应当努力建立一个有效的管理控制系统。具体而言，本书对所论证的主题

分为五个章节进行阐述。

第一章阐述本书的研究背景、选题意义、研究方法、研究流程和研究的主要内容。

第二章对国内外在信任、管理控制及信任与控制关系等领域的相关研究进行梳理和总结，并在评述现有文献的基础上，交代本书的主要研究方向。

第三章通过典型案例分析和相关文献回顾，从正反两个方面研究组织信任对管理控制效果的作用机制，明确组织信任通过什么样的路径对管理控制效果产生影响，即组织信任可能会因心理安全、感恩图报心理对管理控制效果产生正面影响，也可能会因消极懈怠、机会主义思想对管理控制效果产生负面影响。在此基础上，提出三个具体的研究假设，并构建起组织信任对管理控制效果的影响框架模型。

第四章在量表开发、问卷调查、数据收集、信度与效度检测的基础上，运用描述性统计分析、结构方程模型分析等实证研究方法，对本书提出的研究假设进行检验，得出相应的验证结果。

第五章对本书的研究进行总结。主要归纳得出本书的研究结论和可供管理借鉴的方面，同时指出本书的创新点、不足之处及未来研究方向。

本书的创新主要体现在以下几个方面：第一，填补组织信任如何影响单位管理控制效果的研究空白，丰富信任后果变量的研究成果；第二，经过研究得出一个比较全面、系统的组织信任对管理控制效果的影响作用机制，并构建相应的理论框架模型；第三，开发出员工工作表现自我评价量表，并对主管对员工的信任量表、员工的信任体验量表和主管对员工的管理控制效果量表等其他量表进行适当的改进；第四，采用理论与实证相结合的方法对组织信任如何影响单位管理控制效果的命题进行了研究。

当然，在本书的研究中，尽管笔者力求做到科学与严谨，但由于主客观方面

存在的种种原因和限制，使得研究过程留下许多遗憾和不足，有待在未来的研究
中加以克服和改进。比如，样本范围受到限制影响外部效度、数据收集未能做到
跨时间设计、抽样程序严格导致问卷有效回收率偏低等。

关键词：组织信任；员工信任体验；员工工作表现；管理控制效果

Abstract

Since 90's in 20 centuries, in the subjects of philosophy, psychology, economics, sociology etc., the academics has been beginning pay special concern to the question of trust. And taking a wide view in social and economic field at home and abroad, the question of trust influences each square aspect noodles of realm equally. The trust not only influences the diplomacy of relation of the state-to-state, but also still influences the management level of a nation or a society and the management control result of an organization. Under this kind of background, trust has already become the important topic in many academics study, the organization trust is also the hot point of research in organization behavior subject. Meanwhile, a great deal of research concerning organization trust appears in the field of organization politics, organization change, organization study, pressure management, conflict management and the theory of leadership etc..

Currently the research about trust at home and abroad mainly concentrates in the aspects of trust definition, category, antecedent and outcome etc.. Of course, some scholars also pay attention to the relation between trust and control. Among these studies, the research about trust outcome and the relation between trust and control

is more relative to the topic of this thesis. This thesis aims to study the effect of the organization trust on the management control result, in fact, it is to study how the supervisor in the organization makes use of trust to influence the employee's mental state and behavior, then influence the management control result. This also belongs to the research category of trust outcome. But as a trust outcome, the management control result is obviously different from other outcomes which the existing cultural heritage enumerate, such as the individual attitude, the individual and the organization behavior, the individual and the organization results etc.. Comparing to these outcomes, the content of the management control result is more abundant and more synthesizing. It not only includes the behavior (execution) control result, but also includes the outcome (performance) control result, and its measures standard is whether or not to be advantageous to the realization of an organization's strategic target. Besides, this thesis studies the effect of the organization trust on the management control result, in fact, it aims to inquire the relation between the organization trust and the management control result, and it is obviously different from the existing research about the relation between trust and control in the current theory field.

The research contents of this thesis mainly include three parts. The first part, through a review on the cultural heritage about the trust, the manage control and the relation between trust and control etc., summarize the related research and specify the research topic of the thesis. The second part, through the contrast of both positive and negative case analysis, and through studying the influence mechanism of the organization trust, clarify the positive effect of an appropriate trust on the management control result and the negative effect of an excessive trust on the management control result. Based on this, through serious analysis and summary, induce the two-sided

influence mechanism and the indirect influence path by which the organization trust plays an important role in the management control result, and set up a theory frame model correspondingly. Meanwhile, put forward three research assumptions which need further verification, namely, “H1: The supervisor trust to the employee is positively related to the trust experience of the employee; H2: When the employee feels supervisor’s trust is appropriate, his or her mental state and behavior will make an active reaction, then positively influence the supervisor’s management control result to the employee; H3: When the employee feels supervisor’s trust is excessive, his or her mental state and behavior will make a passive reaction, then negatively influence the supervisor’s management control result to the employee”. The third part, based on the case analysis, the theory frame model and the research assumptions, adopting the substantial evidence research methods such as questionnaire, data collections and quantitative analysis etc., making use of the SPSS and AMOS software tool to carry on the processing analysis of the collected data, verify the logic relation between the organization trust, the trust experience of employee, the working performance of employee and the management control result, at last, draw three research conclusions as follow: Firstly, the organization trust influences the trust experience of employee directly, they both have a relation of positively related obviously; Secondly, the trust experience of employee has a regulative effect on the working performance of employee, that is, when the trust experience of employee is appropriate, the trust experience of employee and the working performance of employee have a relation of positively related obviously, but when the trust experience of employee is excessive, the trust experience of employee and the working performance of employee have a relation of negatively related obviously; Thirdly, the working performance of

employee influences the management control result directly, they both have a relation of positively related obviously. From these study conclusions, the management practice of the organization can draw some important lessons which include the following five aspects: One, in the management practice of the organization, the supervisor should give trust actively, and create trust atmosphere positively; Two, in the management practice of the organization, the supervisor should have intention to keep away from excessive trust; Three, the management organization should pay attention to initiate and grow grateful culture; Four, the management organization should make effort to repress and guard against opportunism; Five, the management organization should work hard to build up a valid management control system. In this regard, this thesis is divided into five chapters to illustrate the research topic.

Chapter 1, expound the research background, the research significance, the research methods, the research process, and the main contents of the thesis.

Chapter 2, through summarizing the related research at home and abroad about the trust, the manage control and the relation between trust and control etc., and on the basis of the comment on the existing cultural heritage, explain the main research direction of the thesis.

Chapter 3, through the typical case analysis and the related cultural heritage review, from positive and negative aspects, study the influence mechanisms of the organization trust on the management control result, and explicit the influence path of the organization trust on the management control result, that is, the organization trust may influence the management control result positively due to mental state safety and grateful hope to repay, and the organization trust may also influence the management control result negatively due to negative slackness and opportunism thought. On this

basis, put forward three research assumptions, and set up a theory frame model in which the organization trust influence the management control result.

Chapter 4, based on the form development, the questionnaire, the data collections, and the reliability and validity examination etc., use the substantial evidence research method of descriptive statistics and Structural Equation Modeling, to verify the research assumptions of the thesis, and get a corresponding result.

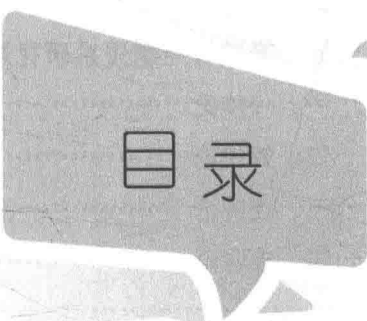
Chapter 5, carry on summary to the research of the thesis. The main task is to induce originally the research conclusions of the thesis and some useful lessons in the management practice. Meanwhile point out the creative points, the shortage, and the research direction in the future of the thesis.

The main creative points of the thesis as follow: Firstly, fill up the research blank about how the organization trust influences the management control result, and enrich the research result of trust outcome; Secondly, through research, find out an overall and systematic influence mechanism of the organization trust on the management control result, and set up a corresponding theory frame model; Thirdly, develop the ego evaluation form of the employee's working performance, and properly improve other forms including the supervisor's trust form to employee, the employee's trust experience form, and the supervisor's management control result form to employee etc.; Fourthly, adopt the method of theory and substantial evidence combination, to study the topic about how the organization trust influences the management control result.

Certainly, during the research process of this thesis, though the writer tries his best to be scientific and careful, there are still many regrets and shortage left due to the subjective or objective causes and restriction. These regrets and shortage need to be

overcome and improved in the future research. Such as, the sample scope is restricted will influence exterior validity, the across-time data collections can not be attained, the sampling procedure is too strictly render the low recovery rate of the effective questionnaire etc..

Keyword: The organization trust; The trust experience of employee; The working performance of employee; The management control result



目录

第一章 导论	1
第一节 研究背景及选题意义	1
一、研究背景	1
二、选题意义	3
第二节 研究方法、研究流程与研究的主要内容	6
一、研究方法	6
二、研究流程	6
三、研究的主要内容	7
第二章 国内外研究现状述评	9
第一节 信任研究述评	9
一、信任的定义及内涵	9
二、信任的分类	12
三、信任的前因变量 (Antecedents)	16
四、信任的后果变量 (Outcomes)	20
第二节 管理控制研究述评	28
一、管理控制的定义及内涵	28

二、管理控制理论的演变	33
三、管理控制要素及结构	34
四、管理控制系统类型	38
第三节 信任与控制关系研究述评	44
一、一体论	44
二、替代论	44
三、互补论	45
四、整合论	45
第三章 研究假设的提出和框架模型的构建	51
第一节 案例分析	51
一、正面案例	51
二、反面案例	56
第二节 组织信任对管理控制效果影响的作用机制研究	61
一、被管理者做出积极反应	61
二、被管理者做出消极反应	66
第三节 研究假设的提出和框架模型的构建	69
一、研究假设的提出	69
二、框架模型的构建	74
第四章 定量分析	75
第一节 分析工具与分析方法	75
一、描述性统计分析	75
二、信度、效度分析	76
三、结构方程模型分析	79
第二节 量表开发及问卷设计	83
一、主管对员工的信任量表	84

二、员工的信任体验量表	85
三、员工工作表现自我评价量表	86
四、主管对员工的管理控制效果量表	87
第三节 预测试及正式数据收集	88
一、预测试	88
二、正式数据收集	91
第四节 量表的信度与效度检测	93
一、主管对员工的信任量表	93
二、员工的信任体验量表	96
三、员工工作表现自我评价量表	98
四、主管对员工的管理控制效果量表	99
第五节 数据分析与假设验证	101
一、描述性统计分析	101
二、结构方程模型的拟合情况分析	107
三、研究假设的验证	110
第五章 研究结论与管理借鉴	115
第一节 研究结论	115
一、组织信任直接影响员工信任体验，两者存在显著的正相关关系 ..	115
二、员工信任体验对员工工作表现具有调节效应	116
三、员工工作表现正面影响管理控制效果，两者存在显著的正相关关系	117
第二节 管理借鉴	117
一、在组织管理中，管理者应当主动给予信任，并积极培育信任 ..	117
二、在组织管理中，管理者应当有意识防止过度信任	118
三、组织管理应当注重倡导和培育感恩文化	118
四、组织管理应当着力抑制和防范机会主义	119
五、组织管理应当努力建立一个有效的管理控制系统	120

第三节 本书的创新点、不足及未来研究方向 122

 一、本书的主要创新点 122

 二、本研究的不足及未来研究方向 124

参考文献..... 126

附录 1：预测问卷 136

附录 2：正式调查问卷 141