

**CITY UNIVERSITY OF HONG KONG**  
**香港城市大學**

**The Effects of Pre-reward on Job  
Performance and Its Mechanisms**  
**前置獎勵對工作績效的影響及其機制**

**Submitted to**  
**College of Business**  
**商學院**  
**in Partial Fulfillment of the Requirements**  
**for the Degree of Doctor of Business Administration**  
**工商管理學博士學位**

**by**

**Wu Zishen**  
**吳子申**

**June 2015**  
**二零一五年六月**

## 摘要

在工作中積極投入的員工是企业最珍貴的資源，也是企业競爭優勢的來源之一。企业如何通過激勵措施，來激勵員工在角色內和角色外行為上的投入，一直是學術界及企业界關注的焦點。已有研究表明，員工對領導的信任與員工的工作態度、角色內行為及角色外行為存在著顯著的正相關，如可以提高工作滿意感、工作績效和組織公民行為（Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002）。既然員工對領導的信任如此重要，那麼是否可以通過激勵來提高員工對領導的信任，並進而提高其工作績效呢？對此進行研究，對瞭解如何提高激勵效果，並進而提高員工工作績效有極大的意義。然而，目前尚未見到相關的研究。

根據傳統的定義，獎勵是在員工完成基本任務之後給予的，體現的是對員工過去的成績進行獎勵。如果說，在這種獎勵制度下，存在著員工對領導的信任（如相信領導所做的承諾）的話，也是員工不得不選擇對領導信任（如領導在員工完成任務之後而不兌現承諾，那麼，對員工來說，也是無可奈何之事）。與此相反，本研究所提出的另一種獎勵——前置獎勵（即，在員工的超額績效達成之前，領導將這部分超額績效所應得到的獎勵就已經預先發給員工的獎勵方法）就能使得員工信任領導。這時，因為領導已經將所承諾的獎勵給了員工，所以員工是可以完全信任領導的。所以，基於上述邏輯，本研究以人際信任理論和自我決定理論為基礎，考察了前置獎勵對員工績效的影響及其機制。

Mayer, Davis & Schoorman (1995)提出的組織信任的整合模型，認為除了信任者的信任傾向，被信任者的能力（ability）、仁慈（Benevolence）、誠信（integrity）是影響信任者對被信任者信任程度的決定因素。

自我決定理論（Deci & Ryan, 2000, 2004）認為當環境因素滿足勝任、自主與關係

三種基本心理需要時，就會促進內在動機和外在動機的內化，提高自主動機，進而提高工作績效。

基於人際信任理論和自我決定理論，本研究認為前置獎勵是在超額任務完成之前就把相應的獎勵提前發給員工，充分體現了領導對員工的信任；同時，也會讓員工感覺到領導對其的信任，並進而提高員工對領導的信任。員工所知覺到的領導信任和員工對領導的信任滿足了員工的基本心理需要（即勝任需要、自主需要和關係需要）。根據自我決定理論，這種心理需要的滿足會提高員工的自主動機，並最終提高其工作績效。

本研究的主要內容包括：（1）前置獎勵與員工工作績效的關係；（2）前置獎勵與員工知覺到的領導信任（即領導對員工的信任）、員工對領導的信任之間的關係；（3）員工知覺到的領導信任和員工對領導的信任與工作績效之間的關係。

本研究採用兩種研究方法來檢驗假設，即實驗法（研究一）和實驗假設法（**Experimental Vignette Methodology, EVM**）（研究二）。結果發現：（1）前置獎勵會提高員工的工作績效。（2）前置獎勵會提高員工知覺到的領導信任和員工對領導的信任。（3）員工知覺到的領導信任和員工對領導的信任分別與自主動機正相關。（4）員工的自主動機與工作績效存在正相關。（5）前置獎勵會通過提高員工知覺到的領導信任以及員工對領導的信任來提高其自主動機，並進而提高其工作績效。

本研究具有重要的理論意義和實踐意義。理論意義為：（1）本研究提出了一種新的激勵方式——前置獎勵；前置獎勵可以有效地激發員工的自主動機，並提高績效。這是一種新的激勵形式。所以，本研究擴展了激勵研究的領域。（2）本研究在人際信任理論和自我決定理論的基礎上，考察了員工知覺到的領導信任和員工對領導的信任在激發自主動機中的作用，強調了在激勵研究中對信任研究的重要性，即本研究揭示了前置獎勵通過信任而提高績效的機制。

實踐意義為：（1）本研究為企業管理者提供了一種新的行之有效的獎勵方式，即前置獎勵。使企業家瞭解到激勵員工並非一定要在員工超額完成任務以後進行，也可以在事先進行。（2）本研究的結果為企業管理者提高員工的工作績效提供相應的途徑，例如讓員工信任領導和提高員工對領導的信任，以及提高員工的自主動機等。

**關鍵字：**前置獎勵 知覺到的領導信任 員工對領導的信任 自主動機 工作績效

## **Abstract**

Employees' devotion to their job is the most precious asset of business organizations, and a source of competitive advantage. How to motivate employees to devote extra effort to in-role and extra-role behaviors has been a topic of research interest for academics and practitioners. Research has shown that employees' trust in their supervisor is positively related to their job attitude, in-role and extra-role behaviors (for example, improving job satisfaction, job performance, and organizational citizenship behavior) (Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002). Since employees' trust in their supervisor is so important, is it possible to improve it through motivation, and thus improve employees' job performance? Answering this question is very important to improving employee motivation and thus improving their performance, but there has been very little research on this question.

A reward is a gift given for having done something good or well. According to this traditional definition, in the work context, reward is based on employees' performance. In this process, if employees trust in their supervisor (e.g. believe in their supervisor's promise), it is a passive trust (e.g. if a supervisor broke his/her promise, an employee could do nothing). The present study proposes a new reward: pre-reward, that is, a reward given to employees before they have performed well. In this situation, employees can trust in their supervisors completely, because their supervisors have already fulfilled their promise in advance. Based on interpersonal trust theory and self-determination theory, the present research investigates the effects of pre-reward on employees' job performance and its mechanisms.

According to the integrative model of organizational trust (Mayer, Davis, & Schoorman, 1995), trust in a trustee is a function of the trustee's perceived ability, benevolence, and

integrity and the trustor's propensity to trust.

According to self-determination theory (Deci & Ryan, 2000, 2004), when the environment meets the needs of competence, autonomy, and relatedness, autonomy motivation is promoted. Based on interpersonal trust theory and self-determination theory, the present study proposes that pre-reward, in which employees are rewarded in advance, is a signal of supervisors' trust in employees and can improve employees' perception of being trusted by their supervisors, and thus in turn improves employees' trust in their supervisors. Employees' perception of being trusted and their own trust in their supervisors can meet three basic needs (competence, autonomy, and relatedness) and promote employees' autonomy motivation, thus further improving their job performance.

The present study focuses on three components: (1) the relationship between pre-reward and employees' job performance; (2) the relationship between pre-reward and employees' perception of being trusted by their supervisors/trusting their supervisors; and (3) the relationships between employees' perception of being trusted by their supervisors, trusting their supervisors, and further job performance.

Results obtained from experiment (study 1) and using experimental vignette methodology (EVM) (study 2) show that: (1) pre-reward is positively correlated with employees' job performance; (2) pre-reward is positively correlated with employees' perception of being trusted by their supervisors and employees' trust in their supervisors; (3) both employees' perception of being trusted by their supervisors and employees' trust in their supervisors are positively correlated with employees' autonomy motivation; (4) employees' autonomy motivation is positively correlated with their job performance; and (5) pre-reward

can improve employees' autonomy motivation and lead to further job performance through improving employees' perception of being trusted by their supervisors and employees' trust in their supervisors.

The present study has important theoretical contributions and practical implications. The theoretical contributions include (1) the proposal of a new effective reward—pre-reward, which can improve employees' autonomy motivation and job performance, which represents the development of a new research topic in the area of motivation; (2) based on interpersonal trust theory and self-determination theory, the role of employees' perception of being trusted by their supervisors, and employees' trust in their supervisors in motivating employees' autonomy motivation, emphasizes the importance of trust research in the area of motivation.

The practical implications include: (1) the notion that reward can be given to employees before they have performed, rather than after performance; (2) the present research provides new suggestions to improve employees' job performance, for example, supervisors should trust their employees, and thus improve employees' perception of being trusted by their supervisors, which lead to employees' trust in their supervisors, and higher autonomy motivation and better job performance.

**Keywords:** Pre-reward, Employees' perception of being trusted by supervisors, Employees' trusting in their supervisors, Autonomy motivation, Job performance

# 目錄

摘要 .....	i
Abstract .....	iv
Qualifying Panel and Examination Panel .....	vii
致謝 .....	viii
<b>1 緒論 .....</b>	<b>1</b>
<b>1.1 研究背景 .....</b>	<b>1</b>
1.1.1 嚴峻現實 .....	1
1.1.2 理論缺位 .....	2
<b>1.2 研究問題 .....</b>	<b>4</b>
<b>1.3 研究目標 .....</b>	<b>6</b>
<b>1.4 研究的理論意義和實踐價值 .....</b>	<b>6</b>
1.4.1 理論意義 .....	6
1.4.2 實踐價值 .....	7
<b>1.5 本文結構 .....</b>	<b>8</b>
<b>2 文獻綜述 .....</b>	<b>9</b>
<b>2.1 獎勵的定義及相關研究 .....</b>	<b>9</b>
2.1.1 獎勵的定義 .....	9
2.1.2 獎勵方式 .....	10
2.1.3 組織中的獎勵 .....	10
2.1.4 獎勵是如何發揮作用呢？——激勵理論 .....	11
2.1.5 獎勵文獻小結 .....	17
<b>2.2 前置獎勵的定義及相關研究 .....</b>	<b>18</b>
2.2.1 前置獎勵的定義 .....	18
2.2.2 前置獎勵的相關研究 .....	18
2.2.3 前置獎勵文獻小結 .....	19
<b>2.3 人際信任 .....</b>	<b>19</b>
2.3.1 信任的定義 .....	19
2.3.2 人際信任的發展 .....	23
2.3.3 成對信任 (dyadic trust) .....	26
2.3.4 組織中的信任 .....	32
2.3.5 中國人的信任 .....	36
2.3.6 人際信任文獻小結 .....	38
<b>2.4 社會交換理論 .....</b>	<b>39</b>
2.4.1 霍曼斯 (Homans) 的交換行為主義 .....	39
2.4.2 迪波特與凱利 (Thibaut & Kelly) 的相互依賴說 .....	40
2.4.3 布勞 (Blau) 的交換結構主義 .....	41
2.4.4 愛默生 (Emerson) 的交換式網路理論 .....	41
2.4.5 社會交換理論文獻小結 .....	42
<b>2.5 自我決定理論 .....</b>	<b>42</b>
2.5.1 認知評價理論——環境因素對內部動機的影響 .....	43
2.5.2 有機整合理論——外部動機內化的過程 .....	43
2.5.3 因果定向理論——自我整合的個體差異性影響 .....	44



2.5.4 基本心理需要理論——促進個體行為動機的環境特徵 .....	45
<b>2.6 工作績效 .....</b>	<b>46</b>
2.6.1 工作績效的構成 .....	46
2.6.2 工作績效的影響因素 .....	47
<b>2.7 文獻總結 .....</b>	<b>47</b>
3 理論模型與研究假設 .....	50
<b>3.1 理論模型 .....</b>	<b>50</b>
3.2.1 前置獎勵與工作績效的關係 .....	52
3.2.2 前置獎勵與員工知覺到領導信任的關係 .....	54
3.2.3 前置獎勵與員工對領導信任的關係 .....	55
3.2.4 員工知覺到的領導信任與工作自主動機的關係 .....	56
3.2.5 員工對領導的信任與工作自主動機的關係 .....	58
3.2.6 工作自主動機與工作績效的關係 .....	60
3.2.7 前置獎勵對工作自主動機的影響：員工知覺到的領導信任、員工對領導信任的仲介作用 .....	62
3.2.8 員工知覺到的領導信任對工作績效的影響：工作自主動機的仲介作用 .....	64
3.2.9 員工對領導信任對工作績效的影響：工作自主動機的仲介作用 .....	65
<b>4 研究一 前置獎勵對績效影響的實驗研究 .....</b>	<b>67</b>
<b>4.1 預實驗 .....</b>	<b>67</b>
4.1.1 實驗對象 .....	67
4.1.2 實驗任務 .....	67
4.1.3 預實驗程序 .....	68
4.1.4 預實驗結果 .....	68
<b>4.2 研究一 .....</b>	<b>69</b>
4.2.1 研究對象 .....	69
4.2.2 研究一實驗任務 .....	69
4.2.3 研究一實驗設計 .....	69
4.2.4 研究一實驗程序 .....	71
4.2.5 研究一結果分析 .....	72
5 研究二 前置獎勵對員工工作績效影響的仲介機制 .....	78
<b>5.1 調查對象 .....</b>	<b>78</b>
<b>5.2 研究設計 .....</b>	<b>78</b>
5.2.1 自變量的操縱 .....	79
5.2.2 因變量及仲介變量的測量 .....	80
<b>5.3 研究程序 .....</b>	<b>83</b>
<b>5.4 結果分析 .....</b>	<b>83</b>
5.4.1 自變量操縱檢驗 .....	83
5.4.2 共同方法偏差分析 .....	84
5.4.3 不同獎勵方式對員工績效的影響 .....	84
5.4.4 不同獎勵方式對員工知覺到的領導信任的影響 .....	85
5.4.5 不同獎勵方式對員工對領導的信任的影響 .....	86
5.4.6 員工知覺到被領導信任與工作自主動機之間的關係 .....	87
5.4.7 員工對領導的信任與工作自主動機之間的關係 .....	87
5.4.8 工作自主動機與工作績效之間的關係 .....	87

5.4.9 前置獎勵對工作自主動機的影響：員工知覺到的領導信任的仲介作用 .....	88
5.4.10 前置獎勵對工作自主動機的影響：員工對領導信任的仲介作用 .....	89
5.4.11 員工知覺到領導信任對工作績效的影響：工作自主動機的仲介作用 .....	89
5.4.12 員工對領導的信任對工作績效的影響：工作自主動機的仲介作用 .....	92
5.4.13 綜合模型檢驗 .....	95
<b>5.5 討論 .....</b>	<b>95</b>
<b>6 討論與啟示 .....</b>	<b>98</b>
<b>6.1 結論及討論 .....</b>	<b>98</b>
<b>6.2 本研究的理論貢獻 .....</b>	<b>100</b>
<b>6.3 本研究的實踐價值 .....</b>	<b>101</b>
<b>6.4 本研究的不足及未來研究展望 .....</b>	<b>103</b>
6.4.1 本研究的不足 .....	103
6.4.2 未來研究展望 .....	104
<b>參考文獻 .....</b>	<b>106</b>
<b>附錄：調查問卷 .....</b>	<b>122</b>