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香港城市大學

**A Study on the Mechanism of Interpersonal
and Informational Justice's effect on
Employee's Performance**
人際公平和信息公平對員工績效影響的
機制研究

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摘要

研究表明，組織公平與員工工作績效之間存在著正相關（Colquitt, Conlon, Wesson, Porter, & Ng, 2001）。員工在對組織公平進行感知時，會考慮決策結果的公平性（即，分配公平）、決策程序的公平性（即，程序公平）、在決策實施過程中受到人際對待的品質（即，人際公平）、以及上級是否傳達了應有的信息（即，信息公平）（Colquitt, 2001）。在目前的研究中，人們往往較多關注分配公平和程序公平（Roch & Shanock, 2006），而對信息公平和人際公平的重要性顯得不夠重視。本研究在社會交換理論的框架下提出了人際公平和信息公平對員工績效的影響及其機制的理論模型，對於豐富組織公平的研究和提升員工績效具有重要意義。

本論文所研究的內容包括：（1）人際公平和信息公平對員工績效的影響；（2）認知信任和情感信任在人際公平和信息公平對員工績效影響中的中介作用；（3）領導的政治技能在人際公平和信息公平對員工對領導的信任影響中的調節作用。

本研究採用縱向研究加對子(Dyad)取樣設計，以來自一家民營集團公司旗下的三家企業的 439 名員工及其 96 名直接上司為調查對象，在三個不同的時間點進行（間隔期間為一個月）問卷調查。結果發現：（1）信息公平和人際公平與員工績效顯著正相關。（2）人際公平分別與員工的認知信任和情感信任顯著正相關，而信息公平只與員工的認知信任存在顯著正相關，與情感信任的相關不顯著。（3）信息公平與認知信任的正相關大於人際公平與認知信任的正相關；而人際公平與情感信任的正相關大於信息公平與情感信任的正相關。（4）認知信任和情感信任與員工績效顯著正相關。（5）認知信任中介了信息公平對員工績效的正向影響，部分中介了人際公平對員工績效的正向影響；而情感信任只部分中介了人際公平對員工績效的影響。（6）領導的政治技能分別正向調節信息公平與員工對領導的認知信任和情感信任的正相關，並分別負向調節人際公平與員工對領導的認知信任和情感信任的正相關。

本研究的理論意義在於：（1）揭示了有必要將人際公平和信息公平分別進行研究。例如，信息公平與認知信任的正相關大於人際公平與認知信任的正相

關；而人際公平與情感信任的正相關大於信息公平與情感信任的正相關。(2) 揭示人際公平和信息公平對員工績效的影響有著不同的機制。例如，認知信任和情感信任在人際公平和信息公平對員工績效中的中介作用；以及領導的政治技能在信息公平與員工對領導的信任關係中起到正向的調節作用，而領導的政治技能在人際公平與員工對領導的信任關係中的起到負向的調節作用。

本研究的實踐意義在於：(1) 讓領導瞭解到人際公平和信息公平是兩種不同的公平，並且，他們對提高員工績效的心理過程是不同的，從而可以讓他們瞭解激勵員工的更多途徑。(2) 提出了員工對領導的認知信任和情感信任的重要性，並且可以通過加強與員工的人際互動和信息溝通來提高員工對領導的信任。

(3) 讓領導認識到，領導個人的政治技能在促進公平與信任之間關係中起到極為重要的作用。

關鍵字：人際公平 信息公平 員工績效 認知信任 情感信任 政治技能

Abstract

Researchers have found that organizational justice was positively correlated with employee's performance (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). When perceiving organizational justice, employees will consider the allocation of organizational resources (distributive justice), the procedures used in an organization (procedural justice), the interpersonal treatment (interpersonal justice) and the adequacy of the information provided to employees (informational justice). Much of the early justice research focused on distributive and procedural justice, few research focused on interpersonal and informational justice. Based on the social exchange theory, the present paper proposed the model of effects of interpersonal and informational justice on employees' performance, which can enrich the field of organizational justice and provide suggestions to improve employees' performance.

The present research includes three components: (1) the influence of interpersonal and informational justice on employees' performance; (2) the mediated role of employees' cognitive and affective trust on their supervisor in the influence of interpersonal and informational justice on employees' performance; (3) the moderated role of supervisors' political skills in the influence of interpersonal and informational justice on employees' trust on their supervisors.

Based on longitudinal design and dyadic sampling (439 employees and 96 supervisors), a 3-wave survey was implemented, with one month interval between every two surveys. Results showed that (1) interpersonal / informational justice was positively correlated with employees' performance; (2) interpersonal justice was positively correlated with employees' cognitive / affective trust on their supervisor, while informational justice only correlated with cognitive trust on their supervisor; (3) the relation between cognitive trust and informational justice is stronger than that between cognitive trust and interpersonal justice, while the relation between affective trust and interpersonal justice is stronger than that between affective trust and informational justice; (4) both cognitive and affective trust are positively correlated with employees' performance; (5) cognitive trust completely mediated the effect of informational justice on employees' performance and partially mediated the effect of

interpersonal justice on employees' performance, while affective trust only partially mediated the effect of interpersonal justice on performance; (6) the relation between informational justice and cognitive trust/ affective trust was positively moderated by supervisors' political skill, while the relation between interpersonal justice and cognitive trust/ affective trust was negatively moderated by supervisors' political skill.

The theoretical contributions of the present paper include : (1) it showed the necessary to differentiate the informational justice and interpersonal justice, for example, the relationship between cognitive trust and informational justice is stronger than that between cognitive trust and interpersonal justice, while the relationship between affective trust and interpersonal justice is stronger than that between affective trust and informational justice; (2) it explored the different mechanism of how the informational and interpersonal justice influence employees' performance. For example, cognitive trust mediated the effect of informational /interpersonal justice on employees' performance, while affective trust only mediated the effect of interpersonal justice on performance; the relationship between informational justice and cognitive trust/ affective trust was positively moderated by supervisors' political skill, while the relationship between interpersonal justice and cognitive trust/ affective trust was negatively moderated by supervisors' political skill.

The practical contributions of the present paper are that it let leaders know that (1) informational justice is different from interpersonal justice, and they have different influences on employees' job performance, so leaders can improve employees' job performance by improve informational and interpersonal justice; (2) employees' trust on their supervisors plays important role in the effects of informational / interpersonal justice on employees' job performance, so leaders can improve employees' trust by strengthening the communicational and interpersonal interaction; (3) leaders' political skill plays important role in the relationship between organizational justice and employees' trust in leader.

Keywords: interpersonal justice, informational justice, employee's performance, cognitive trust, affective trust, political skill

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