

國立中山大學 106 學年度碩士暨碩士專班招生考試試題

科目名稱：管理英文【人管所碩士班乙組】

題號：445002

※本科目依簡章規定「不可以」使用計算機(問答申論題)

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I. (25 points) Please (a) select 3 management concepts from the Section A and give each a definition in the context of Human Resource Management and (b) select 2 methodological concepts from the Section B and give each a brief description. Note: Use 2 or 3 sentences to define/describe each term you pick.

Section A	Section B
Halo Effect	Reliability
Job Enrichment	Criterion Validity
Succession Planning	Qualitative Research
Burnout	Focus Group Interview
Psychological Contract	Moderation/Interaction
Human Capital	Sampling Error

II. (25 points) Please read the following research abstract and answer the three questions:

What happens when you trust your supervisor? Mediators of individual performance in trust relationships¹

Research has documented the crucial role trust in supervisor plays in the work relationship in reducing transaction costs, increasing job satisfaction, and raising organizational commitment (e.g., Dirks & Ferrin, 2002; Kramer, 1999). Other than these desirable outcomes, trust in supervisor is especially valued in the workplace because of its implications for employee job performance, which sustains organizational effectiveness and competitiveness (Argyris, 1964; Davis, Schoorman, Mayer, & Tan, 2000; McAllister, 1995).

Prior research suggests two theoretical approaches to understanding how trust in supervisor translates into individual job performance: the relational outcome of trust and behavioral outcome of trust. Our approach is distinct from that of prior research in that we focus on the psychological outcomes of trust in supervisor by integrating the relational, behavioral, and motivational perspectives in understanding how trust translates into individual job performance. To build our framework, we rely on the three psychological conditions that Kahn (1990) proposed in his seminal work on psychological conditions—psychological meaningfulness, psychological safety, and psychological availability in clarifying the psychological processes of how trust in supervisor is translated to performance.

Psychological meaningfulness is defined as “a feeling that one is receiving a return on investments of one’s self in a currency of physical, cognitive, or emotional energy” (Kahn, 1990, p. 703). In light of this definition, work is perceived as meaningful when it is considered worthwhile, valuable, or conducive to professional or personal growth (Brown & Leigh, 1996; Kahn, 1990). Psychological availability is defined as the perception of having physical, emotional, or intellectual resources to perform one’s tasks at work. In essence, it captures the extent to which employees perceive themselves to be confident of coping with demands of both technical and social aspects of their work and job roles (Kahn, 1990). Psychological safety is defined as “feeling able to show and employ one’s self without fear of negative consequences to self-image, status, or career” (Kahn, 1990, p. 708).

Building on Kahn’s (1990) theory, we assert that trust in supervisor facilitates three positive psychological conditions that in turn promote job performance. Specifically, we propose and test three different trajectories that center on different aspects of the psychological dynamics underlying employees’ job performance. We argue that each mechanism plays a different role in transmitting the effects of trust in supervisor (see Figure below). The first mediating path (meaningfulness) explicates the effects of trust in supervisor on employees’ perception of returns for work, hence motivating employees

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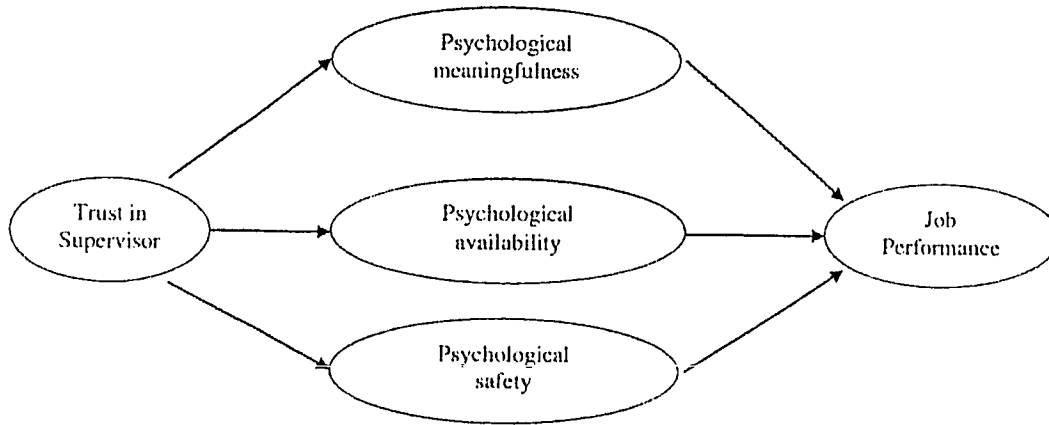
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to engage in job activities. The second path (availability) links trust to performance by understanding how trust in supervisors shapes employees' perception of the amount of resources one has available to wield in one's job and work roles. The last path (psychological safety) highlights another psychological implication of trust, willingness for self-expression, and critical foundations for learning and creative behaviors.



We found significant correlations for the relationship between trust in supervisor and psychological meaningfulness ($r = .36, p < .01$), psychological safety ($r = .22, p < .01$), psychological availability ($r = .37, p < .01$), and job performance ($r = .14, p < .05$). Among the mediators, we found three significant relationships: psychological meaningfulness with psychological safety ($r = .24, p < .01$), psychological safety with psychological availability ($r = .22, p < .01$), and psychological meaningfulness with psychological availability ($r = .47, p < .01$). We further examined the indirect effect of each mediating mechanism. Two of the three indirect effects are supported by the Sobel test; that is, the two indirect effects via psychological safety (trust \rightarrow performance = 0.05 through psychological safety; $t = 2.08, p < .05$) and psychological availability (trust \rightarrow performance = 0.08 through psychological availability; $t = 2.18, p < .05$) are significant, whereas the path through psychological meaningfulness is not significant (trust \rightarrow performance = .007 through psychological meaningfulness; $t = 0.19, ns$).

1. What are research hypotheses/questions embedded in this study? (5 points)
2. From this short presentation, what are major conclusions that you can arrive at? (10 points)
3. What are potential managerial implications of these research findings? (10 points)

¹Note: The presentation of this research abstract was significantly overhauled and restructured, based on the empirical study of Li and Tan in 2013.

Source: Li, A. N., & Tan, H. H. (2013). What happens when you trust your supervisor? Mediators of individual performance in trust relationships. *Journal of Organizational Behavior*, 34, 407-425.

III. (50 points) Please read the following article and answer the questions:

『In May 2015, when the Kuomintang (國民黨) government still had a majority in the Legislature, lawmakers passed an amendment guaranteeing a five-day work week for all workers in Taiwan for the first time, to take effect on Jan. 1, 2016.

The law had previously mandated a maximum of 84 hours work over a two-week period. The Enforcement Rules of the Labor Standards Act were then revised in December 2015 to

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reduce the number of national holidays from 19 to 12 days to partly offset the reduction in work hours.

However, shortly after taking office on May 20, 2016, with labor groups demonstrating for more time off and benefits, the Democratic Progressive Party (民進黨) government vowed to reinstate the seven holidays. Following several twists and turns in policy, the government opted for an amendment that would implement a 40-hour week with more generous overtime rules for the two weekly days off than under the previous provisions.

The amendment also designated one of the two days off a "flexible" day off and the other a "compulsory" day off: If workers work on the "flexible" day off, they are entitled to higher overtime pay; if they work on the "compulsory" day off, they receive a matching day off at a later date.

However, labor rights groups are angry that President Tsai Ing-wen's (蔡英文) administration has gone back on its promise to restore the number of national holidays to 19.

“Although the government wants to address the problem of overwork among workers, it also needs to create a healthy business environment for enterprises”. “The government will do its best to strike a balance between employees’ and enterprises’ needs”, Premier Lin Chuan (林全) said.」

Please answer the following questions:

- 1. Based on the article, describe the pros and cons of the new working hours system - a “flexible” day off and the other a “compulsory” day off. Describe the potential beneficial or harmful impacts of the new working hours system on employees and enterprises (30 points)**
- 2. As a human resource manager in the enterprise, how can you strike a balance between employees’ and enterprises’ needs when implementing the new working hours system? (20 points)**