Trust Asymmetry, Trust Differentiation, and Employee’s Satisfaction in Chinese Team: A multiple levels model

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Introduction
Trust is a psychological state comprising the willingness to be vulnerable to others’ action based upon the positive expectations of the intentions or behavior of another. (Rousseau et al., 1998)

Trust Asymmetry: An unequal state of trust between supervisors and their subordinates. (Van der Vegt et al., 2010)

Trust Differentiation: A process that a leader might interact in different patterns with subordinates, resulted in different quality of their relationships. (Liden et al., 2006)

Employee Satisfaction

Cooperative satisfaction: Employees rated their subjective response to the team. (Hackman, 1987)

Supervisor satisfaction: One of the dimension of job satisfaction, which represents employees subjective response to the leader. (Andrews & Kcamar, 2001)

Conceptual Definition

Method

Data collection: The final sample comprised 382 top management teams from Taiwan elementary schools, and each team contains one principal (team leader) and six administrators (team members).

Questionnaire rating: All participants were asked to appraise the trust in team leader and other members by Likert 6 points scale. All employees rated their cooperative satisfaction (self-report), supervisor satisfaction.

Trust asymmetry: \(|T_a-T_b|\). In this case, \(T_a\) represents ‘the degree of partner A trust partner B’, and \(T_b\) represents ‘the degree of partner B trust partner A’. (Van der Vegt et al., 2010)

Trust differentiation: On the basis of LMX differentiation, it’s the variance of trust in leader/members. (Liden et al., 2006)

Analysis: Descriptive statistics, correlation, reliability analysis, regression analysis, hierarchical linear model.

Result

Level 2

Moderation (leader-member)

X: trust in principal

High differentiation

Low differentiation

Trust differentiation will strengthen the main effect of trust.

Theoretical Hypotheses

Hypothesis1: Trust in leader/members will positively related to cooperative satisfaction, & supervisor satisfaction.

Hypothesis2: Trust asymmetry will negatively related to cooperative satisfaction, & supervisor satisfaction.

Hypothesis3: Trust asymmetry will moderate the relationship between trust and cooperative satisfaction, & supervisor satisfaction.

Hypothesis4: Trust differentiation will moderate the relationship between trust and cooperative satisfaction, & supervisor satisfaction.

Discussion

1. Trust in leader/other members positively affect cooperative satisfaction & supervisor satisfaction.
2. Trust asymmetry & trust differentiation between members didn’t have significant effect.
3. Trust asymmetry (leader - members) has negative effect on cooperative satisfaction.
4. Trust differentiation (leader – members) moderates the relationship between trust and cooperative satisfaction, supervisor satisfaction.