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# Culture on Trust within Organizations between China and the UK


By Ken G. Chen


Supervisor: Dr Hedley Smyth


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Ken G. Chen

# Abstract

This research paper looks into the social aspect of the topic "Trust" in between the Chinese and British construction industry. It will also see how culture affects trust in the relationships between management levels within contracting organisations. Many theories by other scholars have looked upon and developed on further. The research consists of analysis of questionnaires filled out by different management levels in many organisations between China and the UK, and are presented in graphs and tables of data.

# Contents

# 1.0) Chapter 1 - Introduction

## 1.1) Current situation in China

Since the former Chairman of PRC Deng Xiaoping initiated the "Open Door" policy in 1978, China has been one of the fastest growing economies in the world today. Her nominal GDP growth rate has reached to an average of 9% per year (Warner 2003). China has made remarkable achievements in the construction industry with an annual productive value of more than RMB 500 billion. Over these twenty years, the Chinese construction industry has changed from the old inefficient and ineffective system caused by no competition and lack of motivation from contractors to a new competitive bidding system. The competitive bidding system greatly improved the industry's efficiency, effectiveness and economic activities. Like many other sectors which include construction, Chinese enterprises increased in variety extensively. These still consists of state owned enterprises (SOEs), SOEs which have converted to joint stock companies to collectively owned enterprises and private firms (Warner 2003).

Despite this reform, China has long experienced difficulties with the institutionalization of legal and administrative system. Its low levels of institution based trust have deeply rooted as seen from chaos, exploitation that accompanied periodic breakdowns of political and social order (Fukuyama 1995, Child and Mollering 2003), and this is no exception in the construction sector. In the new bidding system, where competition exists and profits can be made. Arbitrary, information asymmetry and opportunism begins to operate. Corruption through bribery is common throughout China. China's entry into the WTO has therefore welcomed as a commitment to developing such institutions according to international norms (China Business review 2000). The Chinese business environment emphasis on the social collective of in group trust, this has embedded into the Chinese culture. "Guanxi" plays an important role within the Chinese social and business environment.

## 1.2) The British Organisations

For the past decade, the British construction industry is trying to move away from the adversarial and conflict-based environment like the manufacturing industry, and moving towards the idea of trust, sharing knowledge, information and having common goals. The British organisations have their own well developed operating management systems, and have win-win behaviors embedded within them and their employees. Protected by rules and laws, it is considered to be a moral society, and where trust and relationships are not difficult within the organisations.

## 1.3) Aim of the Research

i)      To compare differences in trust between China and the UK construction firms under the influence of difference in culture.

ii)     To test the social behavior of the individuals within the organisations

iii)    To find out about trusting relationship between different levels of management within organisations.

iv)     To find out trust behaviors within organisations caused upon by the society and culture.

## 2.0) Chapter 2 - Literature Review

## 2.1) Culture and Social Psychologies

Culture is defined as socially derived, taken for granted assumptions about how to think and act (Kreitner, Kinicki, Buelens 2002) For example, social units of all sizes from civilizations to countries to ethnic groups, organisations and work groups could have different culture to each other.

The importance of culture background plays a significant role for the learning and understanding of problem solving, analysing, logic and rationality. It can be seen as if organizational decisions are made autocratically by an individual manager or collectively in groups (Robbins, 2003). Managers need to better understand the culture differences if they are to communicate and interact more effectively with cross cultures. Kreitner, Kinicki and Buelens (2002) explains one of the model showing the high context and low context social cultures (Figure 2.1) which explains the key differences in the world's variety of cultures.

Figure 2.1: Contrasting high context and low context cultures (Sited from Kreitner, Kinicki and Buelens, p91, 2002)

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◄────────────────────┌──────────────────┐────────────────────►
                     │ World Sets Apart │
                     └──────────────────┘

┌─────────┐ ┌──────────┐ ┌──────┐ ┌─────────┐ ┌─────────┐ ┌─────────────┐ ┌────────┐
│ Chinese │ │ Japanese │ │ Arab │ │ Spanish │ │ English │ │ N. American │ │ German │
└─────────┘ └──────────┘ └──────┘ └─────────┘ └─────────┘ └─────────────┘ └────────┘
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| High Context | Low Context |
|---|---|
| - Establish social trust first<br>- Value personal relations and goodwill<br>- Agreement by general trust<br>- Negotiations slow and ritualistic | - Get down to business first<br>- Value expertise and performance<br>- Negotiations as efficient as possible |
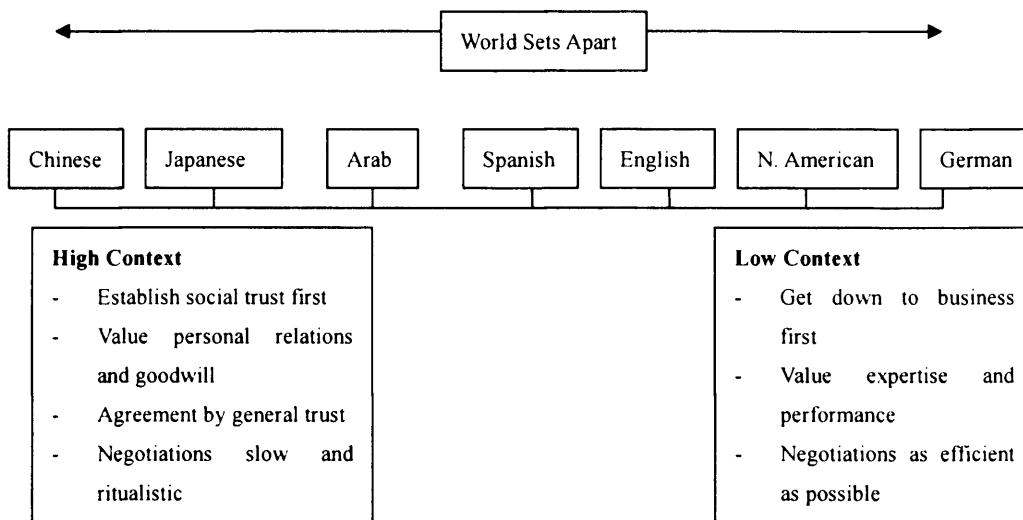
Hall observed that "meaning and context are inextricably bound up with each other" (Hall, 2000). In order to understand communication, we should one should look at meaning and context together. Sited in Hall and Kreitner, Kinicki and Buelens which distinguishes the main differences in high and low context cultures, these culture differences show them in terms of direction, quantity and quality through their communication. Hall includes moves on suggesting that in high context culture, "more of the information in the physical context or internalized in the person" (Hall, 1976), and therefore greater confidence is placed in the non-verbal aspects of communication than the verbal aspects. This is not the case in the low context culture society.

In high context cultures, communicating with another individual relies heavily on situational cues of meaning, the importance of an individual's official position or status expresses powerful non verbal cues than verbal (Hall, 1990), these can be seen in terms of behavioral language, such as gestures, body language, silence, proximity and symbolic behavior (Hall, 1976). Country like China adapts to their good friends, families and close colleagues also can be seen as in group members. They

4

communicate with them intensively and exchange detailed information about many different topics. Therefore, the group members are constantly up to date with the facts around the business. In low context cultures, non verbal messages exist in reading the body language, dress, status and belongings, communications tends to be less physically animated, with the meaning depending on content and the spoken word (Hall, 1976) USA and Germany orientate on many people of their daily life because they do not differentiate as much as high-context cultures between in and out groups. So their direction of communication is orientated on personal characters and referred to situations. They mostly communicate within their out groups in a broad and diffuse way. Within communication they exchange information just to the necessary extent so that work can be done and they don't discuss or exchange information constantly in their work environment and colleagues.

Kreitner, Kinicki and Buelens (2002) suggests that double checking verbally through perceptions and assumptions, written and spoken words carry the burden of shared meaning. This kind of behaviors can be seen by the Chinese or Japanese as signs of insult or losing face. An individual's word or a handshake to an agreement is a way of establishing trust building in the high context culture society, whereas in the low context cultures society sees the handshake as the first step which later would be finalized by lawyers through a contract. Through this, the western business manager prefers to seek fast agreement in the form of contracts but the Asian managers prefer to exploit the nature of the relationship before committing into actions. The Asian culture can be seen as relying on trust that grows over time so mutual confidence can grow. Then what major role does the meaning of trust play in these different cultures?

## 2.2) Trust

Trust "is a positive expectation that another will not through words, actions or decisions act opportunistically" (Robbins, 2003). Opportunistic refers to bearing of risks and any vulnerability in any trusting relationship. When we see others act in a

way showing they trust us, we act in the same way of trusting them more, and vice versa for distrust, Kreitner, Kinicki and Buelens (2002) calls it propensity to trust. Johnson and Scholes (2002) describe two elements of trust. Competence based which having confidence in one and another in their resources and competence for the alliance. Character based which concerns with the trust in compatible motives or objectives.

In business systems, Casson (1990) believes mutual trust can lead to more efficient systems where the expenses such as formal administrative procedures or time consuming negotiations can be avoided or reduced. Later on, Carney (1998) suggested a similar perspective, he suggested trust has a productive value as it economises on information, search and commercial transaction cost (Sited from Chapter 8 of research paper, Dibben 2000). Fukuyama (1995) argues that transaction costs can be lowered by social capital and trust. Winch (2002) introduces the idea of "Transactional" and "Contextual" trust. Transactional is where trust is gained from previous alliances and opportunistic behaviors did not exist. Contextual is where trust is created through obligations generated within social and family networks, reinforced by the placing of a high value on reputation (Winch 2002). More recent work on trust have focused on the development in close, personal relationships considered as friendships or acquaintances, and trust is essential to sustain these relationships. Trust is a critical success factor to most business, professional and employment relationships (Kramer and Tyler 1996).

## 2.3) Trust under influence of culture and relationship differences between UK and China

Trust can be conceptualized as an orientation towards society and towards others that has social meaning beyond rational calculations. The idea of internalized orientations towards others is rooted in the psychological literature on moral development (Kramer and Tyler 1996). Many justifications have been made that difference in trust

level between different cultures and its effect on rise of capitalism. Fukayama explains the culture of trust is the source of the influence on economy. It influences or even determines the economic efficiency. Chinese culture often sees building up trust through cultivating interpersonal relationships where their approach can be described as particularism and insistent, and this is hard for many westerners to understand (Child and Mollering 2003)

Fukuyama (1995) classifies the Chinese society as a low trust society since the Chinese operates under Confucian in which means family ties are a primary focus. This is described by Dawkins' view of the selfish gene, and for the Chinese society it would be difficult to trust outside family members (sited in Fang and Kriz 2001). Apart from family ties, there is so called "in-group" trust where bonding would occur towards close friends of the family or bonded school ties made previous or present in life. This bonding is strong and has seen to be based on the development of trust. This model can be shown as in Figure 2.3.1.

Figure 2.3.1 shows trust and ties within the Chinese society, a comparison between insiders and outsiders
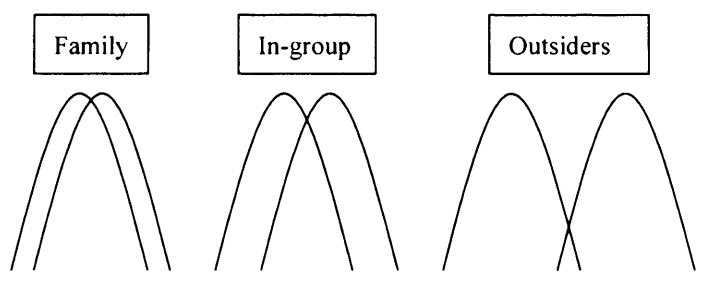


(Source: Fang and Kriz 2001)

The complexity of culture differences means that business relationships in the Chinese culture differs from the western culture in one fundamental dimension, which

is reflected by interpersonal and inter-organizational orientation. Trust in the Chinese culture is "in-group trust" cultivated at the personal level, whereas trust in the western culture is "system trust" built up at the organizational level (Fukuyama 1995). Kriz et al's later research argues that even though the difference between the Chinese and Western business culture still exist but cities such as Beijing and Shanghai which are still dominated by guanxi and individual networks is beginning to show signs of a Western style strategic direction. See figure 2.3.2 below.

Figure 2.3.2 Shows interpersonal versus inter-organizational orientation
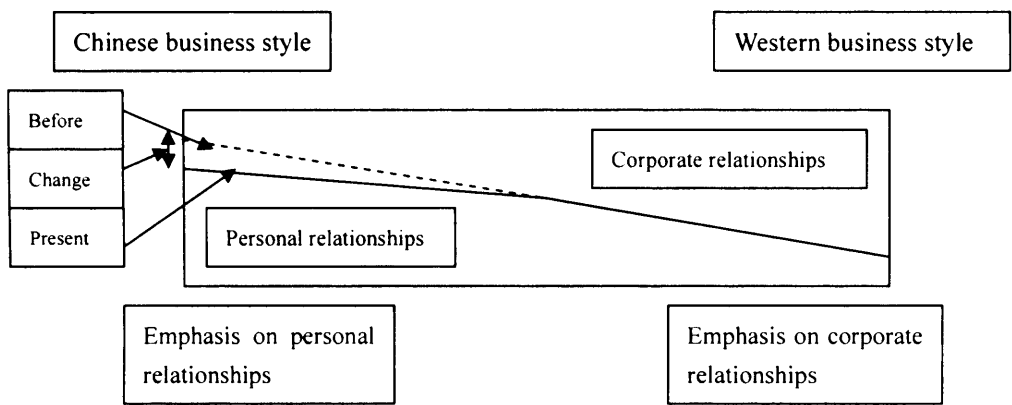


(Source: Kriz, Purchase & Ward 2000)

Understanding Sako's work is quite important associating with this research paper, as she introduced the framework of ACR (Arm's length Contractual Relation) and OCR (Obligational contractual relations) which suggested the differences in business relationships between UK and Japan business environment. Even though her comparisons are between the UK and Japan, nevertheless, it has proven useful in understanding the analyses of this research. This can be explained through the similarities and closeness in Far Eastern culture between China and Japan (see Figure 2.1). She describes the framework of ACR as the British practice of business relationship, where an agreement made by two parties freely and independently of

each other, and without some special relationship, having another deal on the side or one party having complete control of the other. When unforeseen contingencies arise, often its is settled by legal or normative rules. Seeking an alternative trading partner would be an easy option when a contract comes to an end. OCR concerns more towards the social relations between two parties in sharing a sense of mutual trust. To do more than is expected by all parties, which would lead to the act in goodwill from each other. Sako (1992) also describes three types of trust in between the ACR and OCR comparisons. She explains that heavy mutual dependence between two partners in state of affairs would create the idea of "goodwill trust". "Goodwill trust" is a sure feeling that trading partners possess a moral commitment to maintaining a trading relationship. It may manifest itself in not taking unfair advantage of one's circumstance and in offering preferential treatment or help whenever the need arises. There are two other types of trust which exist in both ACR and OCR framework. They are known as "contractual trust" which one expects the others promises made are to be kept, and also there is "competence trust" which suggest that one's confidence in the partner's competence in order to carry out a specific task, both of which are necessary for the smooth working of any relationship (Sako 1992 p10). This is important as part of this research which we would find out how these types trust affect operations between China and UK.

Many scholars believe Chinese do not easily trust outside their familiar social circles because of the underdevelopment of China's institutions where in many cases corruption is often. The acknowledgement of an important system that is often practiced in the Chinese social or business environment is "Guanxi". Guanxi has infiltrated into almost every aspect of China's society: politics, legal systems, economics, social life, social mobility, and social and institutional changes.

## 2.4) Guanxi, Face and Renqing

The Chinese tends to attach great importance to cultivating, maintaining and

developing guanxi. The term Guanxi refers to special trusting relationship between two people through continual exchanging of favors (Chen 1995). Bian (1994) and Yang (1994) defines it as social connections based on mutual interests and benefits (Sited from Pablos 2003). Although guanxi does not have to be built on friendship but it is usually preferred, as the relationship shows signs of strength in trust. The idea of an individual who refuses to return a favor would be seen as losing face and untrustworthy in the future for the relationship to continue. Fang believes without guanxi in places, it lacks of system trust (Fang and Kriz 2001). Chen points out that guanxi can benefit the weaker member more if the two people's have unequal ranks or social status. In return, the weaker side can expect more help. Face and renqing plays an important part along with guanxi which believes to be some key concept of understanding the Chinese behavioral patterns and their business dynamics. This is because exchanging of favors among members of the guanxi network is not solely commercial but also social. We will be looking at how these three components interact with each other in the later chapter. Warner (p31, 2003) justifies it by saying:

"Together with *guanxi* (relationships), *li* (rite), *mianzi* (face) and *renqing* (obligations) reinforce the social bonds that make the Chinese system function smoothly."

His idea is based on Chen (p144, 1995) who said:

"A Chinese should first and foremost know his place in society and how to interact with others in a proper manner. Guanxi, face and renqing are important components in regulating interpersonal relationships."

Under guanxi, the so called guanxi wang/(network) is constructed through la (pulling) guanxi, where many simple relationships can be built up through family, friends, colleagues or previous business partners which may or may not seem to be useful at the time but nevertheless they could be useful in the future.

In social terms, objectives can be reached through fewer procedures. In business terms, it reduces transaction costs and competition. Guanxi is widely used in all sectors in the Chinese society, this is no different in the construction industry. Parties exchanging favors under the Guanxi relationship in many cases bypasses direct laws of the government and make illegal business transactions, this can be seen as damaging to the economic efficiency (Dong 2001). The benefits and negative impacts of the guanxi system (sited in De Pablos 2003) which are examined by empirical researchers like Daves et al, Lee, Pae and Wong (2001). They include:

Benefits:

i)      When reports on domestic market are limited, guanxi network maybe an important source of information on market trends as well as both present and potential opportunities and threats.

ii)     Guanxi facilitates access to labour and physical resources as well as relations with governments

iii)    It can smoothen the issues related to product transport and distribution

iv)     It can build organization image and reputation

v)      Once the guanxi relationship is established, it can have an impact on increasing organizational performance

Negative impacts:

i)      Accessing to limited resource and information, preferential treatment in business dealings would bring out corruptive behaviors such as favoritism, nepotism

ii)     Organization's performance could be limited through arbitrage and opportunism.

iii)    Eliminating competition and damage economic efficiency

## 2.5) The Partnering and Win-Win approach

Luhmann in his work on trust in the 1980s argued that 'trust has to be achieved within a familiar world, and changes may occur in the familiar features of the world which will have an impact on the possibility of developing trust in human relations. At the time this was written, it would have been interpreted in terms of familiarity being a basis for trust, and conversely any change would be seen as a source of instability and insecurity. In construction, the need to move away from the adversarial, conflict-based environment towards greater incidence of trust, sharing of common goals and adoption of partnering approaches has been recognized (Latham, 1994).

The industry wants to come into the mainstream and learn from manufacturing, with the emphasis on co-operative, win-win games and being competitive by adding value. Partnering is the metaphor that the industry is adopting supported strongly by government (Egan 1998) to get smart, work together not against each other. Relationships are at the heart of this new approach, with long-term sustainable partnerships between clients, architects and designers, contractors, sub-contractors, or project teams, and so they pursue a common objective, that benefits all.

## 3.0) Chapter 3 - Conceptual Framework

## 3.1) Concepts of trust

Trust can be conceptualized as an orientation towards society and towards others that has social meaning beyond rational calculations. The idea of internalized orientations toward others is rooted in the psychological literature on moral development (Rushton 1980). This moral development demonstrate that irrespective of the original motives for acquiring attitudes about one's obligation to others, those attitudes develop a functional autonomy over time. They become distinct from short term calculations of self interest. Hence, people help others because they feel it is the morally appropriate action (Kramer and Tyler 1996, Smyth 2006). Respect and dignity are well recognised essential behaviors as part of the moral development. One person showing respect for another can be resulted from long term interactions, past experiences which made their relationship stronger or through one's reputation for their past achievements, all these alternatively can be related to trusting in competence of another. Dignity is an essence which exists in all human beings, and it involves the expectation of personal respect. This shows the relativity between respect and dignity are not that far apart. The levels of respect that people show to each other can vary from showing no respect to showing great respect. Many cultures have institutions that ritualise respect, as with a constitutional monarchy. Some believe that only through showing an appropriate level of respect in all circumstances can one achieve self-respect, which allows one to become dignified. Differences in culture, as well as in perceptions of outward appearances, can result in a person unintentionally showing behaviour which others can interpret as disrespect.

Respect

Dignity

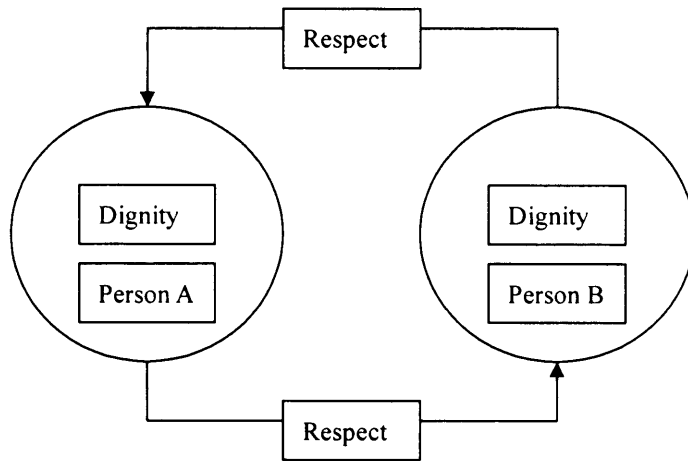Person A

Dignity

Person B

Respect

Figure 3.1a Diagram shows revolving dimension of respect and dignity

As well as the moral side of trust, the research also provides evaluation of the important components that forms trust. The review of the trust literature identifies four dimensions. These four dimensions capture the content domain of the trust literature and have been incorporated by the many scholars (Luhmann et al 1979).

Concept of trust have defined being vulnerable as taking action where potential for loss exceeds the potential for gain. It includes willingness and a belief subsumes the cognitive, emotional, and behavioral components.

Trust is one party's willingness to be vulnerable to another party based on the belief that the latter party is competent, open, concerned or reliable (Kramer and Tyler 1996)

(a) Competent

Managers develop relationships with their subordinates and with other managers largely on the basis of trust, where trust is defined in part in terms of competence. Leaders are also characterized by how much their followers trust them to make competent decisions. At the organisational and inter-organisational levels, the competence dimension of trust is also discussed, especially in the context of exchange relations. Competence is one dimension of trust that exists between individuals and

organizations.

(b) Openness

One key aspect of working relationships between managers and their subordinates is that of trust, where trust is defined in terms of perceptions of openness and honesty, among other dimensions. Openness and honesty is also a dimension of followers' trust in leaders. Leaders who are more trusted are more effective in acquiring skills, retaining and attracting followers, and promoting change and innovation. Trust in terms of openness in relating trust to coordination among other departments. In an organisation with a hierarchy system, difference in trust levels may exist. Open communications would lead to greater respect from junior to senior management which increases confidentiality between them and by means increases standards of cooperation and performance (Smyth 2005). Figure 3.1b shows this below.
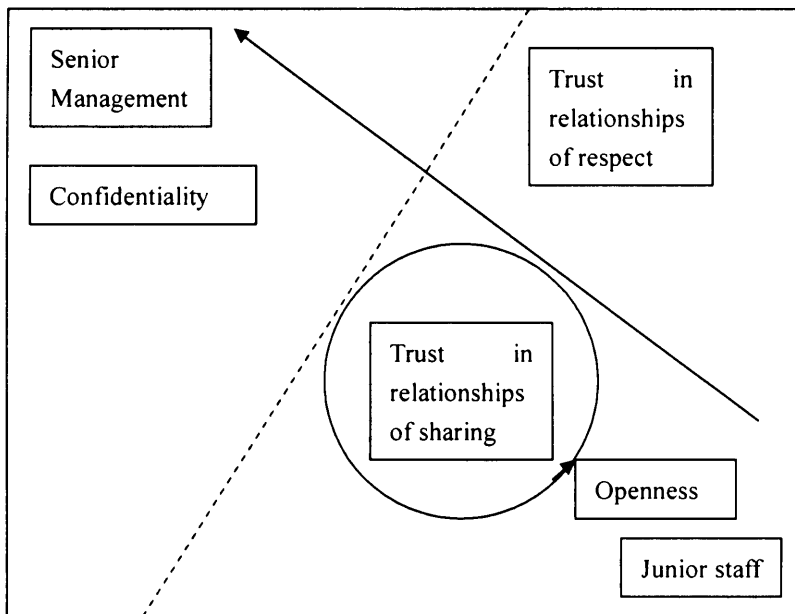


Figure 3.1b Trust operating within the firm (Smyth 2005)

## (c) Concern

One believes it will not be taken unfair advantage of by another. Greater trust in another party in terms of concern goes beyond believing that the party will not be opportunistic. Trust in terms of concern means that such self-interest is balanced by interest in the welfare of others. This does not just exist in hierarchical relations but also among individuals within the same level in the hierarchy.

## (d) Reliability

Trust in terms of expectations about consistent or reliable behavior. Trust between managers and subordinates is also defined in terms of consistency of behavior and that development of trust in this dimensions is based on working relationships developed through past or accumulative interactions concerned with specific incidences, problems and events.

Recent work by Smyth (2003) focuses on two more components of trust which are considered to be key dimensions for analyzing the extent to which trust develops in ways that enhance relationships to improve performance in any business environment. One of the components is "Expectations" where it relies on competences in work performance from the other party. Based on expectations which form two components (Smyth 2003):

i)      "Faith" in the unseen capabilities of other parties to perform

ii)     "Hope" in the seen capabilities that other parties will perform

There is also "Confidence" which is derived from many interactions between the partners, or it could mean the relationship has been built up on dealing with difficulties in the past. Figure 3.1c below shows how the component interacts with each other and form the circle of trust building.
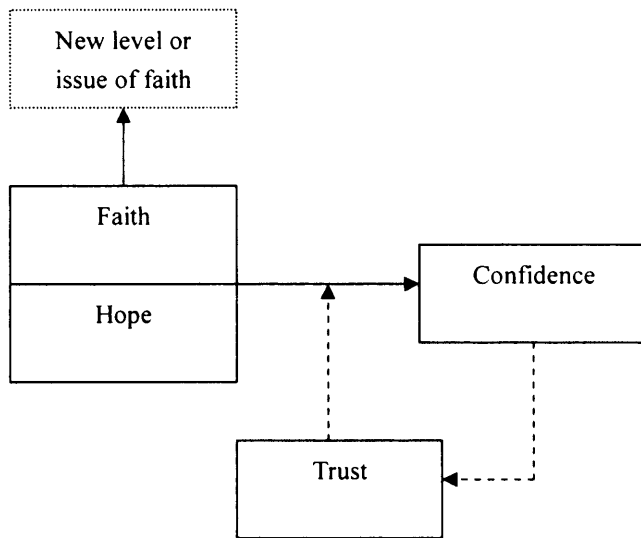
Figure 3.1c Components of trust (Edkins and Smyth 2006)


## 3.2) Identifying some major issues in Chinese behaviors


Taking consideration of two individuals A and B, and they share the same status in the same organisation. The most likely route their relationship would take would be route two. They would be involved in numerous projects together, through time and experience their relationship are most likely to develop strong bonds and friendship. This could change if individual A and B's status change, lets say individual A is a senior manager and individual B is a junior manager. It could be true that their chances of working together would be reduced and lack of communication creates a barrier which gives the idea of boss and worker. As we have mentioned before, Chinese practice "Guanxi" which means the individual with lower social status would always want to gain from those individuals with higher social status. The junior manager would have absolute respect and confidence in his/her superiors, and they would try to attach themselves to their superiors in hope to build a closer relationship. Although this is the case, many situations senior managers would rather keep their relationship protonic and professional, and would be very selective in their closer

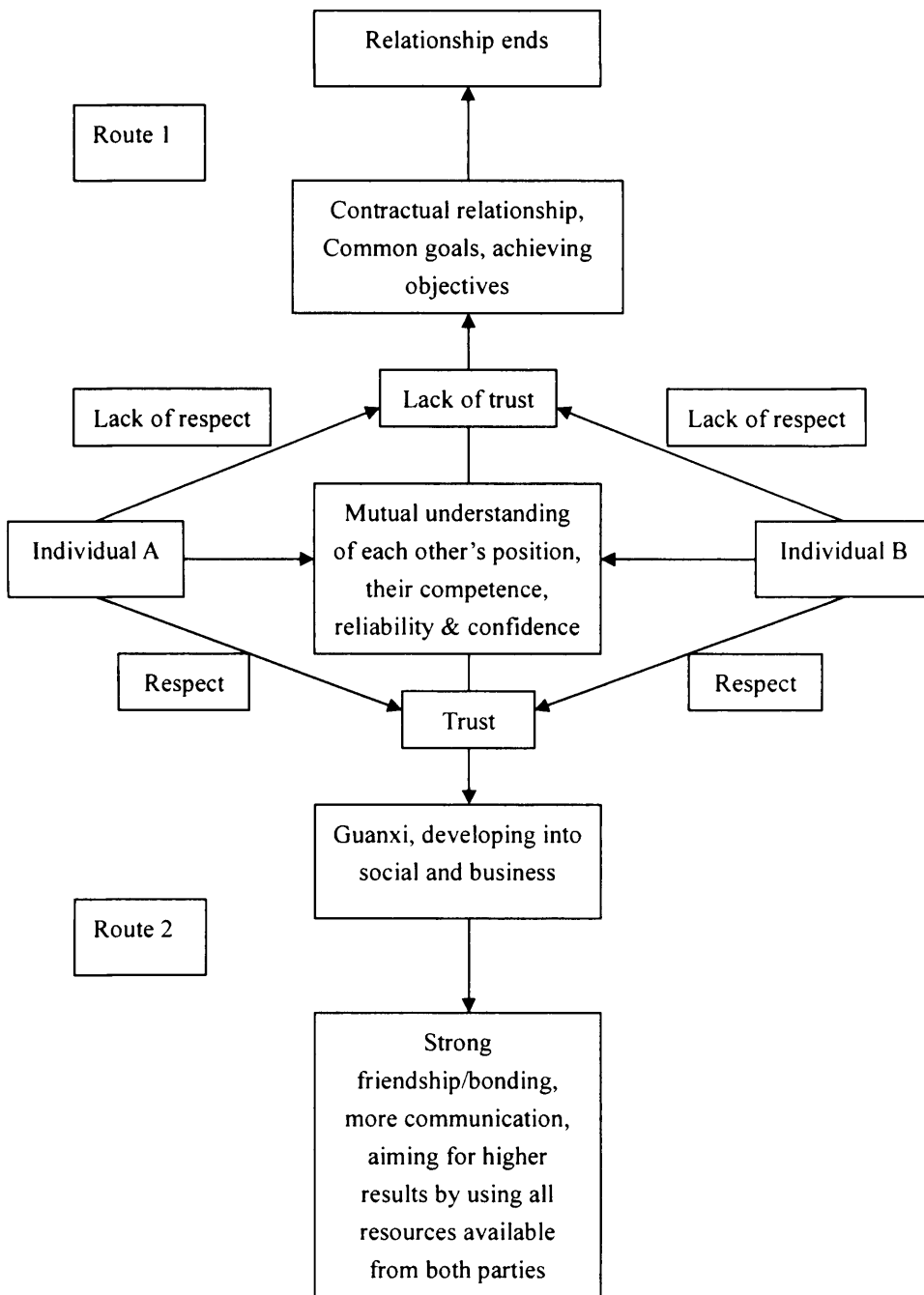peers. This can be seen from figure 3.2.



Figure 3.2 shows two individuals A and B who have the same status in the same organisation.

## 4.0) Chapter 4 - Methodology

## 4.1) Overview

The research is based on trust under different cultures, two countries with very different cultures are selected for the research. Therefore construction firms in China and the UK were selected and compared for analysis. From this comparison, we aim is find out how do the trust systems work in their organisational environment, what effect they have on quality and efficiency during projects within firms, and also the social relations developed at workplace, so therefore the data is gathered in a form of questionnaire. Their differences can be further acknowledged so better understanding of each other could benefit the future.

The questionnaire is derived from a framework of trust that has been applied in research on project teams across organisations (Smyth 2006, Edkins and Smyth 2006). This research looks at trust within companies, yet across cultures. The development of this research is to apply the method within the organisations. The survey asks the questions on one's experiences to date as a member of their organisation. The questions address relationship issues that are intangible to some extent, so some responses may be intuitive in parts.

Since the aim of the research involves interactions within project teams, therefore, data were needed from a line manager, a middle manager and a junior manager of each firm. In order to get maximum feedbacks, all major construction firms from both UK and China were contacted via telephone and email. (The questionnaire is fully translated into Chinese, and both of the English and Chinese versions were sent to Chinese firms, see appendix).

Feedbacks of questionnaires from respondents are given a fixed date to send them back. This gives time to plan the report and allowing flexibility for any unforeseen

circumstances, eg. lack of feedbacks which may cause some concern. The names of all companies will remain anonymous, and no individual will be identified, for reasons of confidentiality. For those firms sounded positive and showed interest during the introduction telephone call, they were contacted few more times via email of reminder. Explanations of the questionnaire questions wrote up in detail, and then analysis of the feedbacks from the questionnaire are drawn from tables of statistics.

The process of research can be seen as the following:

i)      Introduction

ii)     Literature review

iii)    Conceptual framework

iv)     Making questionnaires

v)      Distribution of questionnaires via telephone and email

vi)     Methodology

vii)    Analysis of feedbacks (theory back up and tables)

viii)   Conclusion and recommendation

## 4.2) The Questionnaire

The questionnaire is available in both English and Chinese versions, they can be found in the Appendix at the back of this research report. There are four sections which makes up the questionnaire at it is shown below.

i) Section 1 - These questions concern the role and job function within their company.

ii) Section 2 - These questions concern the respondents' perception of trust in their relationship with the "Junior Managers" to whom they are responsible and with who have regular contact with.

iii) Section 3 - These questions concern your perception of trust in the relationship with the "Middle Managers" to whom you are responsible and with whom you have regular contact.

iv) Section 4 - These questions concern your perception of trust in the relationship with the "Line Managers" to whom you are responsible and with whom you have regular contact.

Section 1 is the information on the respondents, it requires their current position in and their job function at their firm.

Sections 2-4 asks the same questions except from the different perspectives of the respondent's position, namely how do they feel towards their relationship with their colleagues above, below or equal their position. These questions are to be explained as follows:

0.1)    *Dignity* - Weather if the respondent is being treated with dignity and as a

human being and to understand the value as a person seen by their colleagues at their workplace.

0.2)   *Respect* - In a similar relation to dignity as explained before, this question asks about the respect for the respondent.

0.3)   *Behavior* - This question will enable us to see the differences in the culture between differences UK and China, as well as differences in between firms in the same country. It would also show how interests differ and would contribute towards the working relationship as well as goals within the firms.

0.4)   *Hope* - To find out how much hope that respondents have in their counter peers, having to believe in someone else with confidence in their abilities to carry out their tasks.

0.5)   *Faith* - Having faith in the peers the respondents interact, this would be also based on confidence in each other either in abilities, performance, reputation or past achievements.

0.6)   *Confidence* - Having confidence in someone depends on if you would have hope and faith on that person, the response to this question will greatly reflect on the responses given in 0.4 and 0.5.

0.7)   *Social or feelings towards the relationship* - This question covers the foremost dimensions of trust, and the relationship between the respondent and his/her counter peers. This could describe the firm's culture, their relationship, personal, social or professional.

0.8)   *ACR or OCR* - This question proves the hypothesis between Chinese and British business relationships based on the theory of Sako (1992).

## 5.0) Chapter 5 - Results, Tables and Analysis

## 5.1) Overview

By deadline date, the total number of feedbacks on the questionnaires received is 23. Cooperation from the Chinese contracting firms was good and almost all of them agreed to participate. One firm refused and another only person in that firm sent back filled questionnaire. The total number returned from China is 20. Some also left some personal feedbacks and experiences via along with their returning email, which we shall analysis later on. Cooperation from British contracting firms was disappointing as only one firm returned 3 questionnaires when there were three firms which agreed when they were initially contacted. Although this is the case, there is enough sample collected to conduct a comparison analysis for the Chinese firms but only indicative evidence for the British firms due to the number of feedbacks, hence rational comparisons. (see figure 5.1)

| | | No. of respondents | Sub-Total:- |
|---|---|---|---|
| China | Junior | 7 | 20 |
| | Middle | 8 | |
| | Senior | 5 | |
| UK | Junior | 1 | 3 |
| | Middle | 1 | |
| | Senior | 1 | |
| | Total:- | | 23 |

Figure 5.1

<u>Acknowledgement:</u>

## 5.2) Results, Tables, Graphs and Analysis

*(For table of results please see appendix starting on p60)*

## i) Q 2.1, Q 3.1 and Q 4.1

**Q 2.1)** To what extent do your **Junior Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?



In China, 100% of junior managers seem to have mutual feels towards each other where none feel they receive more dignity on the behalf of others. 25% of middle and 20% of senior managers feel more dignified from the attitude of the junior managers they work with. Respondents of junior, middle and senior managers feel they are being treated with reasonable dignity by the junior managers that they work with. In the UK, only the junior and senior managers feel they are being treated with considerable dignity while the middle manager thought he was treated with reasonable dignity.

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**Q 3.1)** To what extent do your **Middle Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?



In China, the results for Q3.1 is the same to Q2.1, (middle managers to junior managers), managers from all three levels feel they are being treated with reasonable dignity by the middle managers, only two middle managers thought were indifferent. In the UK, all managers all feel they are only being treated with reasonable dignity.

**Q 4.1)** To what extent do your **Line Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?
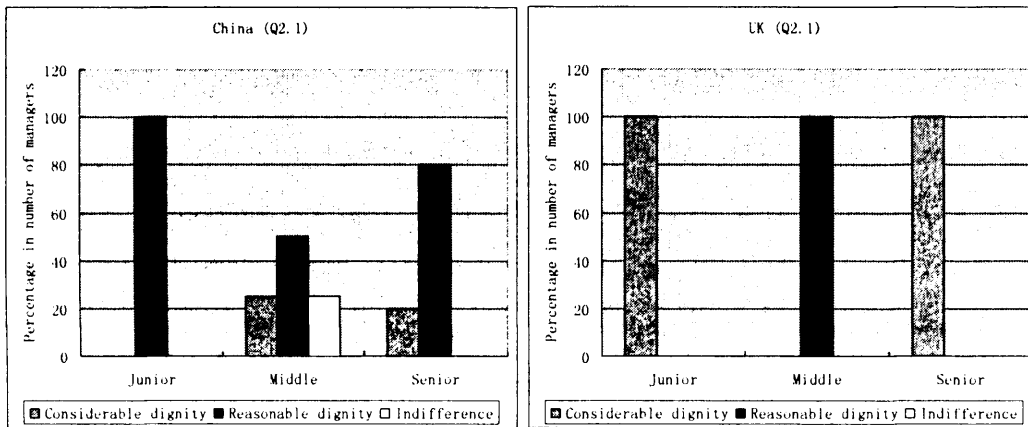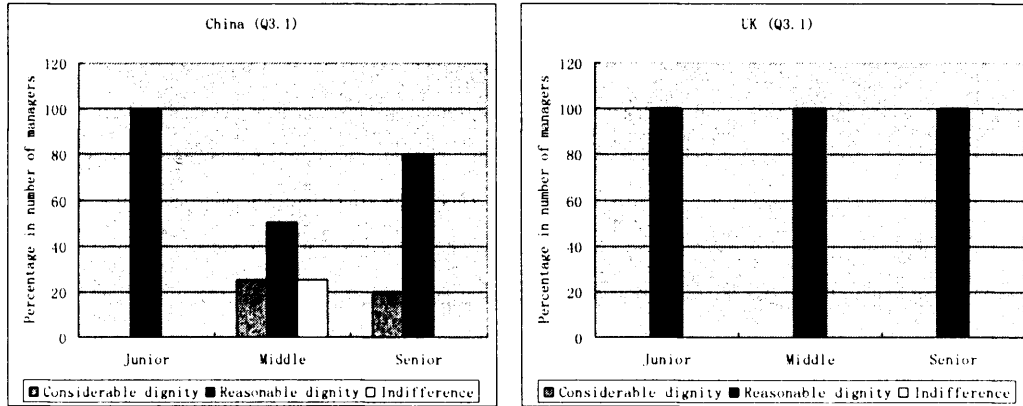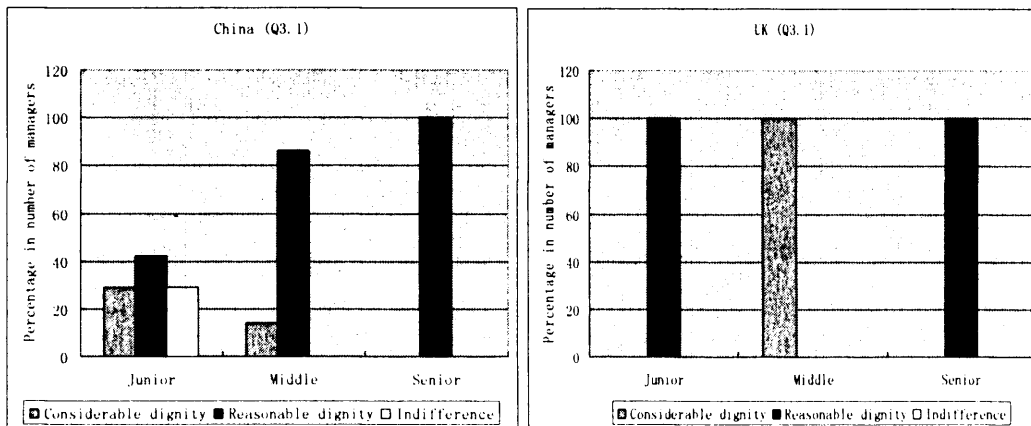


In China, 29% of the junior managers in china feel indifference towards line managers and two feels they are getting considerable dignity, the remaining feels reasonable dignity were shown. The middle and senior managers mainly feels of reasonable dignity. In the UK, only the middle manager believes that the line manager treat him/her with considerable dignity.

Analysis

In China, Results from Q 2.1, Q3.1 and Q4.1 shows that the subjects (managers in the questions) having the standard qualities of morals of a human being, which is needed in the society and the work place. Few managers from different levels may feel to have better relationships with the subjects, where relationships in China are often built.

In Q2.1 and Q3.1, the two middle managers felt indifference towards the subjects (junior and middle managers). In Q 4.1, the two junior managers felt indifference towards the subjects, this could be the following reasons:

i)      Their feelings towards the subjects are the reciprocal of the subjects' feelings towards them.

ii)     They may not know the subjects well enough through their work to comment on their attitude towards themselves.

In the UK, even the figures are limited but it is to be understood that all employees at work place treat each other equally and respect others dignity. If the sample is large enough, more respondents would be seen under the "Reasonable Dignity". The British society is well developed through past century through tradition, culture and social order. Also it is bounded by strictly laws in the act of discrimination at work place and workers union.

## ii) Q 2.2, Q3.2 and Q4.2

**Q 2.2)** To what extent do your **Junior Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?
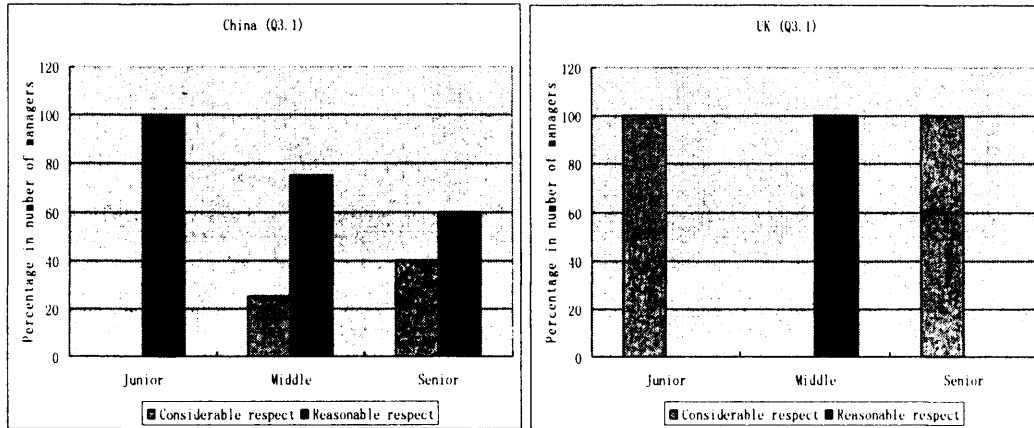


In China, overall the managers feel they are getting reasonable respect by junior managers who they work with, and with 25% of middle managers and 40% of senior managers feel they are getting considerable respect. In the UK, the junior and senior managers feel considerable respect towards them from the junior managers they work with while as the middle managers only feels he/she is getting reasonable respect.

**Q 3.2)** To what extent do your **Middle Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?]
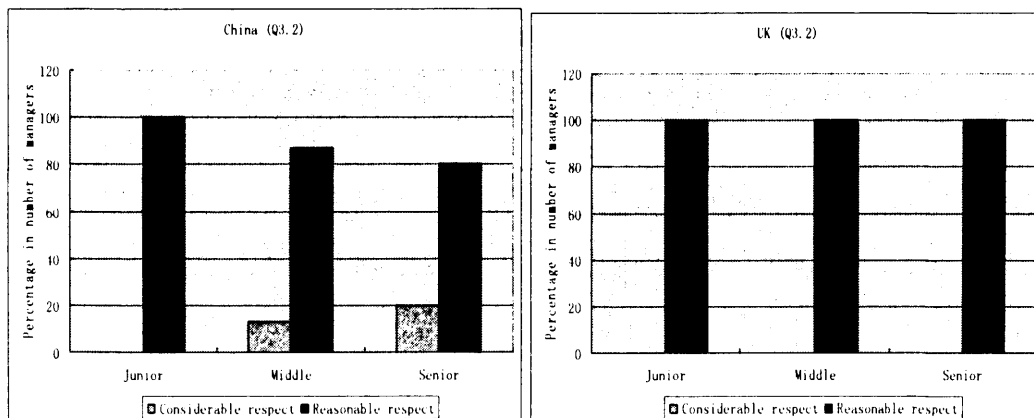


The behaviors of the middle managers show similar pattern as the junior managers, they are showing all other managers with reasonable respect.

**Q 4.2)** To what extent do your **Line Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?
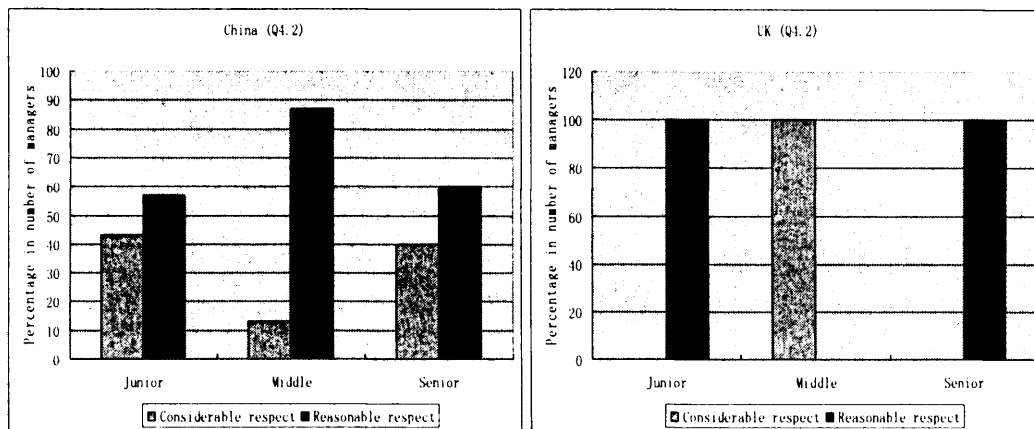


There is a 43% increase of considerable respect from the line managers for the junior managers, which the junior managers felt they were not getting from their junior and middle managers.

Analysis

Results shown in Q2.2, Q3.2 and Q4.2 on respect can be reflected on the previous questions of Q2.1, Q3.1 and Q4.1 on dignity. The attitude and feeling is reciprocal of each other. This increase in number of junior managers feel for they are getting more respect from line managers can also be explained by the theory explained in the previous chapter where we saw respect and dignity are interrelated, weather an individual can feel more dignified depends on how much respect he/she is getting from another individual.
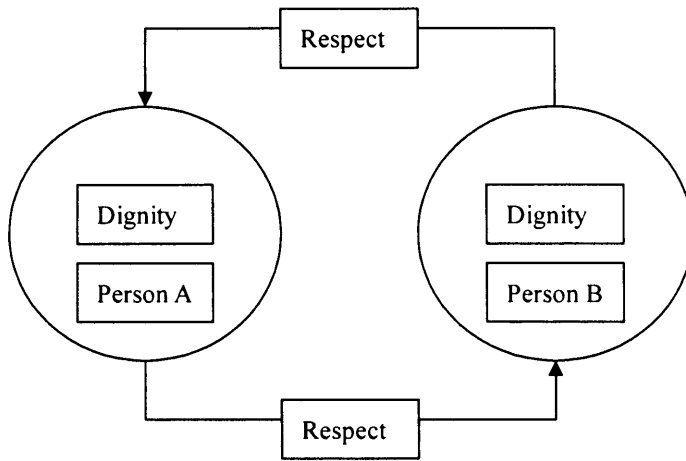
Figure 3.1a Diagram shows revolving dimension of respect and dignity

## iii) Q 2.3, Q3.3 and Q4.3

**Q 2.3)** Which of the following most accurately describes the way in which **Junior Managers** with whom you work behave towards you?
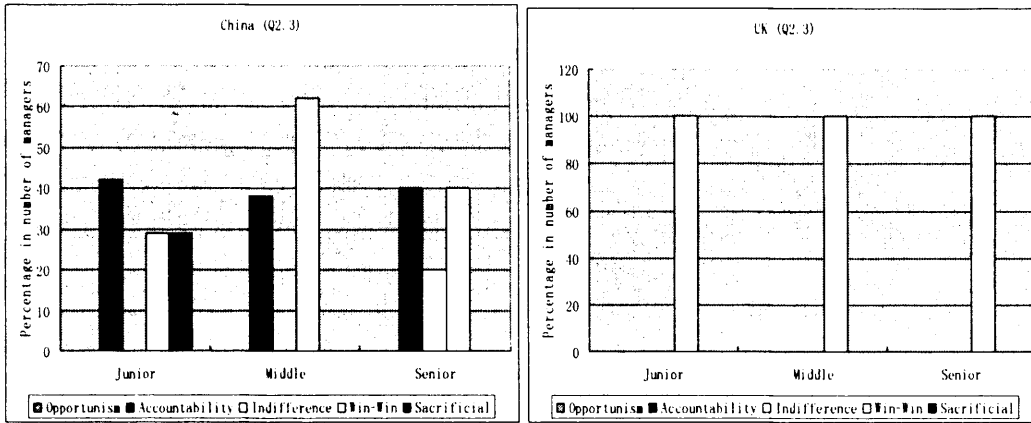


In China, we can see just less than half of all managers from all three levels feel accountability behavior from the junior managers whom they work with. Although this is the case, it can still be seen that majority managers believes there is a trusting relationship among them. Two junior managers feel that their working peers even behave in sacrificial towards their relationship in work. In the UK, all the managers believe in "Win-Win" situations.

**Q 3.3)** Which of the following most accurately describes the way in which **Middle Managers** with whom you work behave towards you?
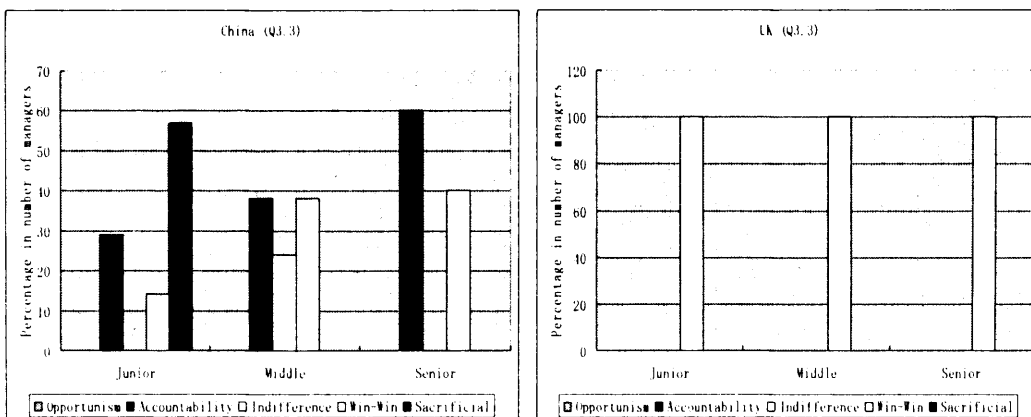


In China, 57% of all junior managers feel the middle managers behave towards them in a sacrificial way. Many middle and senior managers feel the middle managers

whom they work with behave in accountability and indifference towards them, where they describe their behaviors containing accountability and win-win. The British managers still have not changed their win-win image.

**Q 4.3)** Which of the following most accurately describes the way in which **Line Managers** with whom you work behave towards you?
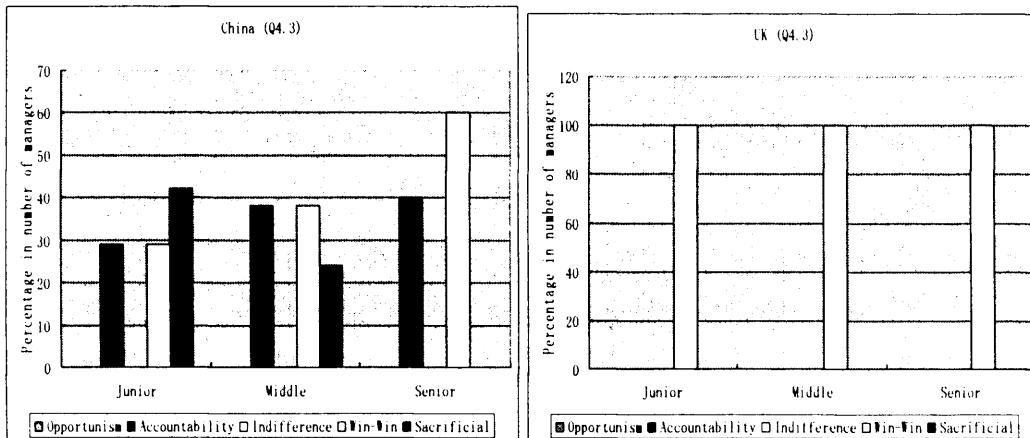


In China, accountability behaviors are still common within the organisations, it is balanced with win-win behaviors. Some junior and middle managers feel line managers behave in sacrificial ways towards them. While UK managers still believe in win-win behaviors.

Analysis

China:

The result shows two main categories "Accountability" and "Win-Win" which the Chinese managers describe about the junior managers behaving towards them.

- There are an average of seven managers from all levels chose accountability behavior of their subjects in each of the questions of Q2.3, Q3.3 and Q4.3. This shows lack of trust as a whole in an organisation, individualism is often common.

Due to the culture of Chinese organisations, many organisations are still under developed or developing, there is lack of standard operation management system and in many cases the human resource department is non existent within the organisation. Some managers use their own approach to get work done. This would mean differences in ideology and methods of practice which causes disagreements and distrust in their relationships, in effect could cause delays in decision making.

- Although this is the case, there is still a fair amount of managers from all levels describing their subjects showing win-win behaviors towards them in Q2.3, Q3.3 and Q4.3. This proves the existence of less conflict and greater trust do exist, managers are working together towards mutual goal and wanting for positive affects of all operations. More trust can be seen with the line managers, this is a sign for recognizing respect and senior superiority.

- Few junior managers feel sacrificial behavior from all the subjects from questions Q2.3, Q3.3 and Q4.3, this could be on respect for the subjects whom they worked with. In China, many junior managers consider themselves inexperienced compared to their senior managers, and they would appreciate very much of any help from their superiors, by that they would show more signs of respect.

In the UK, a "Win-Win" relationship is well recognised and developed through organisations in the past decade. This is due to organisations standard approach of understanding the need to move away from the adversarial, conflict-based environment towards greater incidence of trust, sharing of common goals (Latham 1994) and with the emphasis on co-operative, win-win games and being competitive by adding value (Egan 1998). This can see that there is a well organized standard structure in the heart of the UK business systems.

## iv) Q 2.4, Q 3.4, Q 4.4

**Q 2.4)** To what extent do **Junior Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?
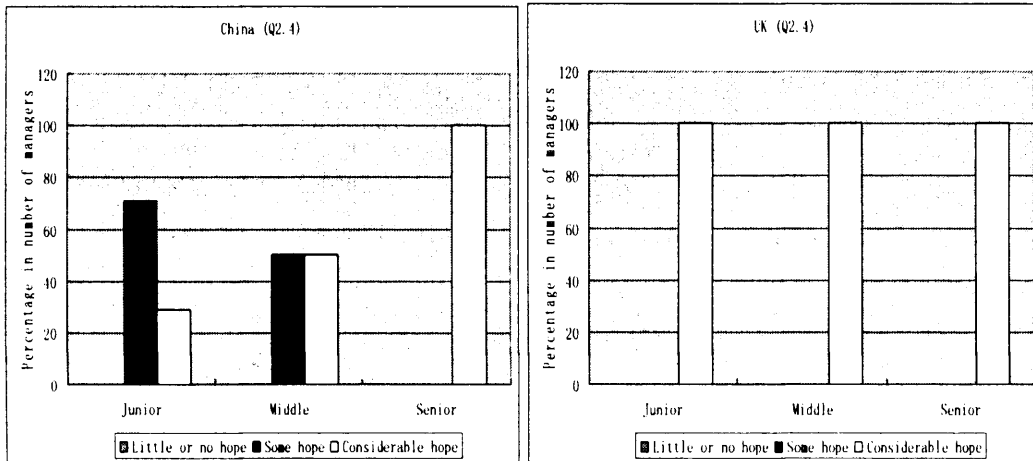


In China, there is a growing pattern of junior managers having "Some hope" to "Considerable hope" from junior to senior managers. In the UK, all managers feel that the junior managers have considerable hope in their abilities.

**Q 3.4)** To what extent do **Middle Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

In China, there is a growing pattern of junior managers having "Some hope" to "Considerable hope" from junior to senior managers, only one or two junior and middle managers feel the middle managers whom the work with have considerable hope in their abilities. In the UK, managers in all levels feel the middle managers all have considerable hope in their abilities.

**Q 4.4)** To what extent do **Line Managers** with whom you work have *hope* in your abilities, which is *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?
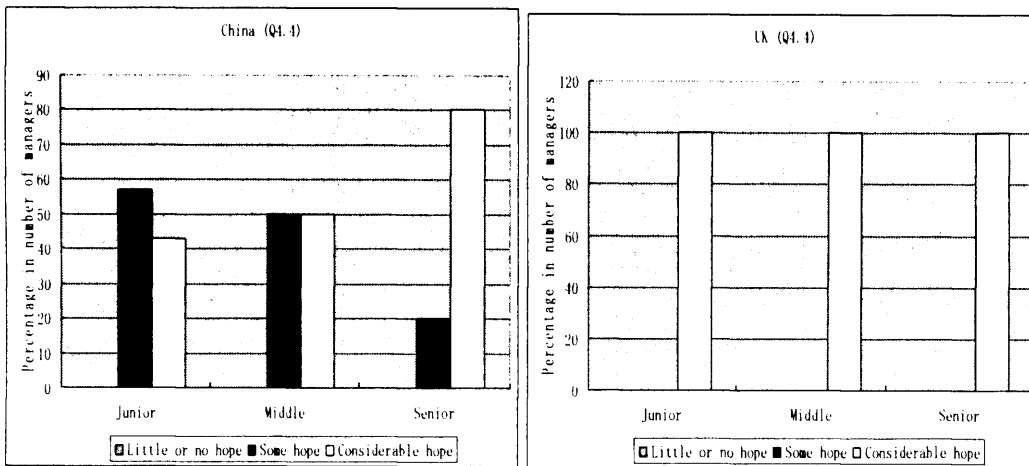


Considerable hope in the managers' abilities is showing from all an increasing number of managers from all levels in China. In the UK, it still remains unchanged for the British managers.

<u>Analyses</u>

In China, we can see from results in Q2.4 and Q3.4, the managers felt that the subjects are believed to have more hope towards senior than junior managers. Chinese culture comes into effect where the heritage of Confucianism, behaving more vulnerable towards the higher status than peers on the same level or lower. This can be explained by behaviors in social orders, where one with a lower social status would always have high hopes on their peers with higher social status in terms of their ability, experience

and managerial skills. This can also show higher levels of respect towards senior managers. Then in Q4.4, the managers especially in the senior level, believes the line managers have considerable hope in their abilities, this shows prove at their level of management where they have an understanding, having confidence in them in making most important decisions.

In the UK, it seems that in an organisation has considerable hope in each other no matter what level of their status. They are assumed to be equal in their own abilities to achieve their tasks.
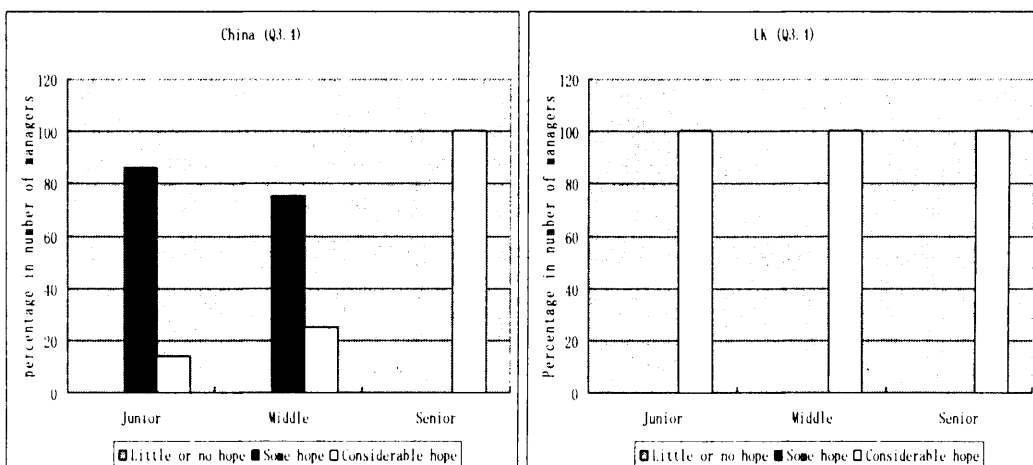
## v) Q 2.5, Q 3.5 and Q 4.5

**Q 2.5)** To what extent do **Junior Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?
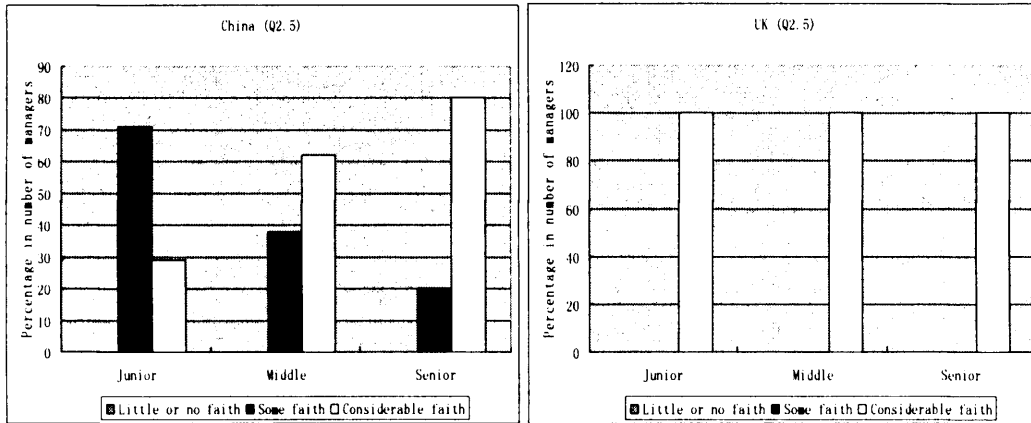


In China, as you can see there is a growing pattern of junior managers having "Some faith" to "Considerable faith" from junior to senior managers. In the UK, considerable hope is placed on all managers.

**Q 3.5)** To what extent do **Middle Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?
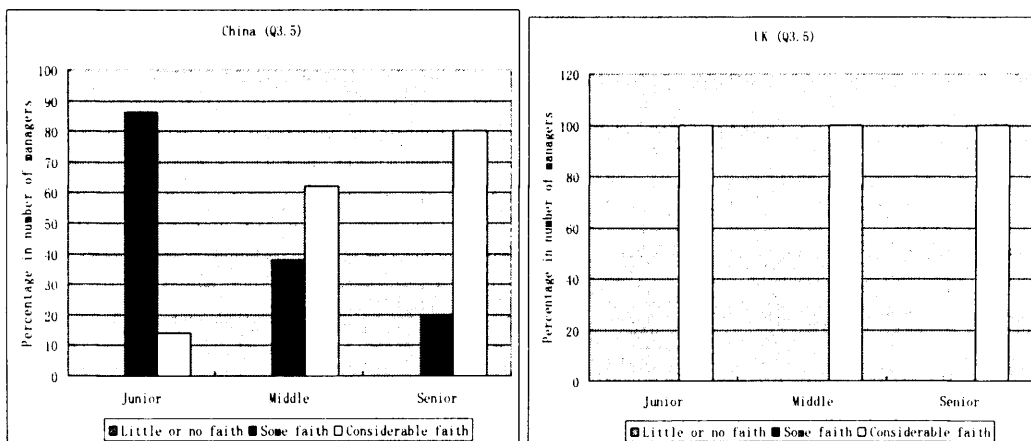


In China, there is an increasing in faith in the abilities from the middle managers towards other middle managers and senior managers. In the UK, managers in all

levels feel the middle managers all have considerable faith in their abilities.

**Q 4.5)** To what extent do **Line Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?
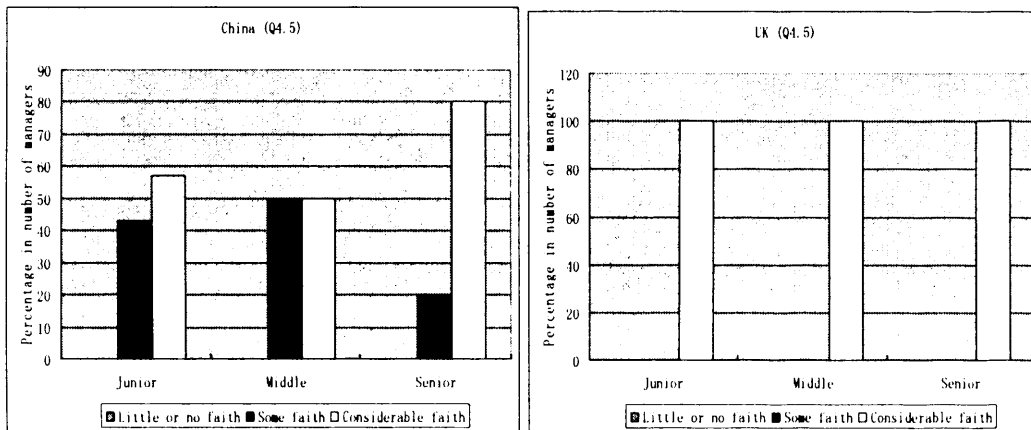


In China, Managers from all levels believe most of the line managers have considerable faith in them. In the UK, the British managers believe their line managers have considerable faith in them.

Analyses

In China, from the results of Q2.5 and Q3.5 on faith, we can see a similar pattern as shown before in Q2.5 and Q3.5 on hope. The managers' answers show that faith increases in the level of management from junior to senior. As mentioned in the previous chapter that hope and faith are bounded together which would increase or decrease depending on the determinants of confidence and trust. The characteristics show again that lower management having had more or considerable faith in their same level of management or their superiors.

In the UK, we can see more clearly where all managers believe the subjects have considerable faith in their abilities, which in a way shows considerable trust and confidence in each other.

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**Q 2.6)** To what extent do **Junior Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?
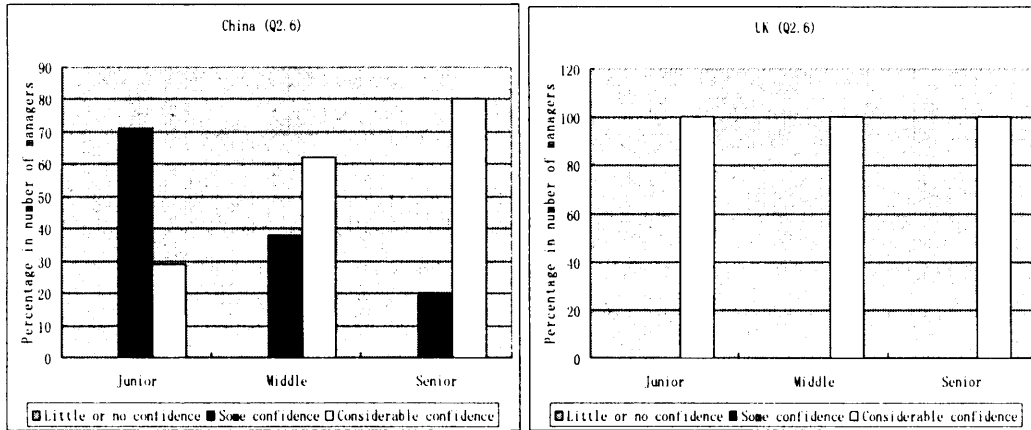


In China, the results show that considerable confidence increases from the subjects towards increasing level of management. In the UK, considerable confidence is throughout the management.

**Q 3.6)** To what extent do **Middle Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?
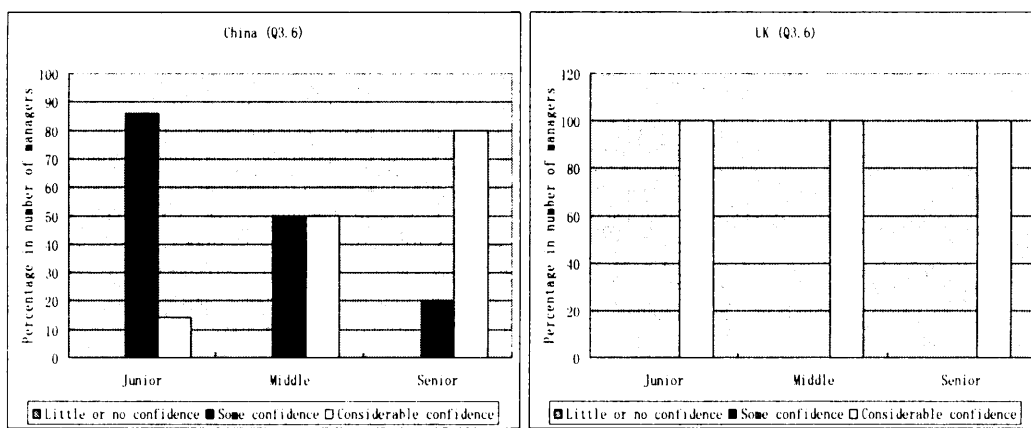


In China, there is an increasing in considerable confidence in the abilities from the subjects towards junior, other middle managers and senior managers. In the UK, managers in all levels feel the middle managers all have considerable confidence in their abilities.

**Q 4.6)** To what extent do **Line Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?
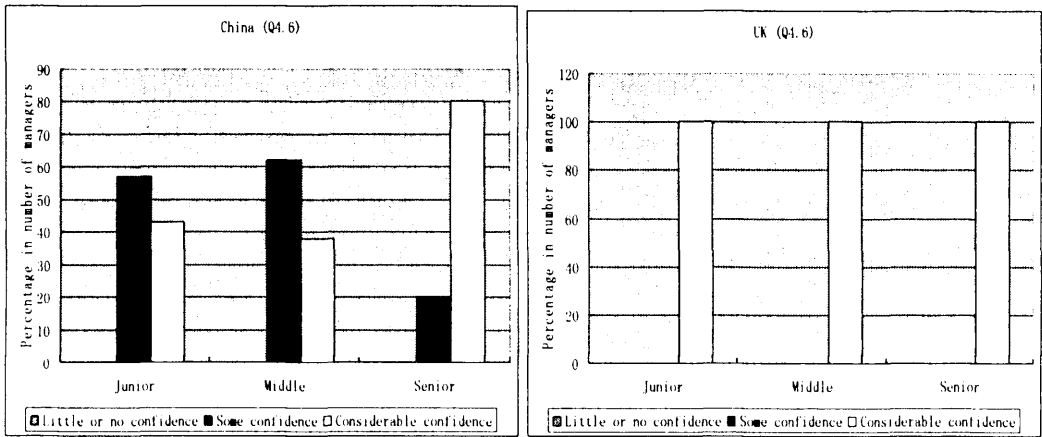


In China, most of the senior managers believe the line managers have considerable confidence in their abilities while the junior and middle managers believe some line managers have considerable confidence in their abilities. In the UK, all managers believe the lines managers have considerable confidence in their abilities.

## Analysis
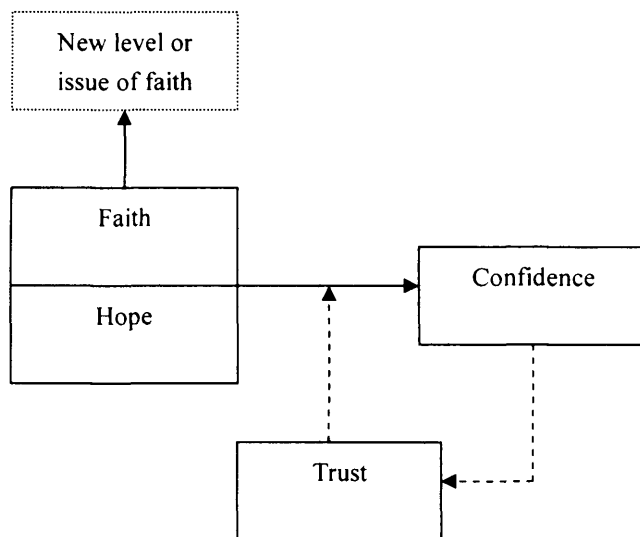


(Smyth 2003)

Where hope and faith leads to confidence in the other person, having confidence in the other person means of developing trust. I think the Smyth's model shows a fairly good description on behalf of both countries, the UK and China. In China, leadership is important and recognised to be well respected especially in the Chinese society. It is essential to have full confidence in the senior managers and respect their decisions, at most times tasks are done with purely based on one individual's decision and with no questions asked, and all has to work with in order to aid for positive achievements.

**Q 2.7)** To what extent are the following conditions present in your relationship your **Junior Managers** with whom you work?

| | | China | | | UK | | |
|---|---|---|---|---|---|---|---|
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 3 (43%) | 4 (50%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 4 (57%) | 4 (50%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Consistency | Fair | 5 (71%) | 6 (75%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 2 (25%) | 3 (60%) | | 1 (100%) | |
| | Poor | | | | | | |
| Availability | Fair | 2 (29%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | |
| | Good | 5 (71%) | 4 (50%) | 2 (40%) | | | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Discretion | Fair | 5 (71%) | 4 (50%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 2 (29%) | 4 (50%) | 2 (40%) | | | |
| | Poor | | | | | | |
| Promise fulfillment | Fair | 6 (86%) | 5 (63%) | 5 (100%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | 3 (37%) | | | | |
| | Poor | | | | | | |
| Receptivity | Fair | 4 (57%) | 5 (63%) | 2 (40%) | 1 (100%) | | |
| | Good | 3 (43%) | 3 (37%) | 3 (60%) | | 1 (100%) | 1 (100%) |
| | Poor | | 2 (25%) | | | | |
| Integrity | Fair | 5 (71%) | 2 (25%) | 2 (40%) | | | |
| | Good | 2 (29%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | 2 (26%) | 1 (20%) | | | |
| Openness | Fair | 6 (86%) | 3 (37%) | 4 (80%) | | | |
| | Good | 1 (14%) | 3 (37%) | | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Competence | Fair | 6 (86%) | 4 (50%) | 4 (80%) | 1 (100%) | | |
| | Good | 1 (14%) | 4 (50%) | | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Fairness | Fair | 6 (86%) | 4 (50%) | 1 (20%) | 1 (100%) | 1 (100%) | |
| | Good | 1 (14%) | 4 (50%) | 4 (80%) | | | 1 (100%) |

**Q 3.7)** To what extent are the following conditions present in your relationship your **Middle Managers** with whom you work?

| | | China | | | UK | | |
|---|---|---|---|---|---|---|---|
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 2 (29%) | 7 (88%) | 3 (60%) | 1 (100%) | | 1 (100%) |
| | Good | 5 (71%) | 1 (12%) | 2 (40%) | | 1 (100%) | |
| | Poor | | 2 (25%) | | | | |
| Consistency | Fair | 4 (57%) | 2 (25%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 3 (43%) | 4 (50%) | 3 (60%) | | 1 (100%) | |
| | Poor | | 1 (12%) | | | | |
| Availability | Fair | 5 (71%) | 3 (38%) | 1 (20%) | | | |
| | Good | 2 (29%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Discretion | Fair | 5 (71%) | 5 (63%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 3 (37%) | 3 (60%) | | 1 (100%) | |
| | Poor | | 2 (25%) | | | | |
| Promise fulfillment | Fair | 4 (57%) | 5 (63%) | 1 (20%) | | 1 (100%) | |
| | Good | 3 (43%) | 1 (12%) | 4 (80%) | 1 (100%) | | 1 (100%) |
| | Poor | | 2 (25%) | | | | |
| Receptivity | Fair | 4 (57%) | 4 (50%) | 1 (20%) | | | |
| | Good | 3 (43%) | 2 (25%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | 2 (25%) | 1 (20%) | | | |
| Integrity | Fair | 6 (86%) | 4 (50%) | 2 (40%) | | | |
| | Good | 1 (14%) | 2 (25%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Openness | Fair | 6 (86%) | 4 (50%) | 4 (80%) | 1 (100% | | 1 (100%) |
| | Good | 1 (14%) | 4 (50%) | | | 1 (100%) | |
| | Poor | | | | | | |
| Competence | Fair | 4 (57%) | 3 (38%) | 3 (60%) | | 1 (100%) | |
| | Good | 3 (43%) | 5 (62%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Poor | | | | | | |
| Fairness | Fair | 6 (86%) | 3 (38%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 1 (14%) | 5 (62%) | 3 (60%) | | 1 (100%) | |

**Q 4.7)** To what extent are the following conditions present in your relationship with your **Line Managers** with whom you work?

| | | China | | | UK | | |
|---|---|---|---|---|---|---|---|
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 3 (43%) | 6 (75%) | 4 (80%) | 1 (100%) | | |
| | Good | 4 (57%) | 2 (25%) | 1 (20%) | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Consistency | Fair | 5 (71%) | 5 (63%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 3 (37%) | 3 (60%) | | 1 (100%) | |
| | Poor | | | | | | |
| Availability | Fair | 5 (71%) | 4 (50%) | 1 (20%) | 1 (100%) | | |
| | Good | 2 (29%) | 4 (50%) | 4 (80%) | | 1 (100%) | 1 (100%) |
| | Poor | | | 1(20%) | | | |
| Discretion | Fair | 6 (86%) | 6 (75%) | 1 (20%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | 2 (25%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Promise fulfillment | Fair | 4 (57%) | 4 (50%) | 1 (20%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 4 (50%) | 4 (80%) | | | |
| | Poor | | | | | | |
| Receptivity | Fair | 4 (57%) | 5 (63%) | 3 (60%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 3 (37%) | 2 (40%) | | | |
| | Poor | | 2(25%) | | | | |
| Integrity | Fair | 6 (86%) | 6 (75%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | | 3 (60%) | | | |
| | Poor | | 2 (25%) | | | | |
| Openness | Fair | 5 (71%) | 5 (63%) | 5 (100%) | 1 (100%) | | |
| | Good | 2 (39%) | 1 (12%) | | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Competence | Fair | 4 (57%) | 5 (63%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 3 (37%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Fairness | Fair | 5 (71%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | |
| | Good | 2 (29%) | 4 (50%) | 2 (40%) | | | 1 (100%) |

## Analysis

### Loyalty

In China, junior managers seem to have more loyalty amongst or towards other managers, this behavior is often shows on junior managers for their commitment and recognition for their work. Middle and senior managers feel the majority of managers in China feel a fair degree of loyalty.

In the UK, all managers feel their loyalty from junior managers is fair. Relationships with others are not as complicated as long as jobs or tasks are completed.

### Consistency

Chinese Junior and middle managers feel the majority of junior managers' consistency is fair. This could be from lack of commitment shown by the junior managers towards their work. Then due to hope, faith and wanting to gain of confidence in senior managers, more junior managers are likely to prove their abilities in front of their senior managers whom they work with. Two middle managers in China feel the other middle managers whom they work with have poor consistency while two thought fair and the rest four thought the middle managers have good consistency. This feeling could be caused by differences in past projects working together. Many managers describe their relationship with the line managers are fair, with just over half of senior managers feel the relationship are good.

Overall consistency in UK, we could imagine the mean would be fair, this is due to the sample is too small to achieve any solid analyses. Although this is the case but we would keep in mind, consistency is of gaining reputation on the person's behalf, or to achieve organization's incentive package.

## Availability

In China, the junior managers feel the availability is fair and good with other junior managers. This could be due to similar projects which would involve working together for a long time, and helping each other would be essential in achieving results. Junior managers feel they have less availability with the middle and line managers, while as the middle and senior managers feel the middle managers' availability is good. This suggests the middle and line managers may prefer to engage more socially with their same or higher level of management where they feel better contacts and resources could be made.

In the UK, availability between the middle managers and other managers are all good. Similar pattern showing from both countries that middle and senior managers feel the availability of line managers are good while the junior managers feel fair towards their relationship with the line managers.

## Discretion

Discretion reflects on trust and confidence very much in another person. Overall, as the table of result shows that all the managers from both countries think discretion is fair or good, with only one or two senior managers in China who criticise their junior or line managers to have poor discretion. This means lack of trust when working together as a team during projects, knowledge may not be shared and mutual goals would be hard to achieve.

## Promise Fulfillment

In China, all the managers feel promises gets better from junior to line managers, as the table of results show that more promises are kept through increase level of management. In China, two middle managers criticized other middle managers to

have poor promise fulfillment while almost all senior managers thought their relationship with the middle managers are good. These reflect on the status of position that the manager holds, higher managers are more confident in upholding against promises than lower managers. This would increase hope, faith and confidence of these managers, thus increase in trust in their relationship, and strengthens their social relationship built through their time working together, because increase in promise is reflected in increase in trust of another.

In the UK, promise level seem to be fair throughout the management, this could be due to lack of social relationships involved within the managers.

Receptivity

In China, the results show indifference of many managers where they feel their relationships with other managers are fair and good, which are divided up equally.

In the UK, all the managers think they have a good receptivity with junior and middle managers but fair with senior managers.

The average shows receptivity is between fair and good in both UK and China. This means there is a kind of good acceptance from all levels of management.

Integrity

In China, integrity is believed to exist more with junior and middle managers. Two middle managers think the integrity of managers of all other levels is poor. Integrity tells much about an individual, if they were thought lowly in integrity, this could lower their reputation at the work place, thus hope, faith and confidence from the others.

Whereas UK managers believe other managers all have good integrity. This can reflect on the culture of difference within different countries and organizations. Having integrity may seem to be important as an organisation as a whole and for the positive contribution of the organisation.

Openness

We can see a drift of difference in these answers between China and the UK. Openness varies between different level of managers in China where openness doesn't seem to exist with junior managers for the middle and senior managers. This can tell us more about the culture where organisations could be under dictatorial management, or lack of trusting relationships. (See figure 3.1b in the previous chapter).

There are complete open relationships within UK management, transparency from senior management often exist in British companies, where managers from all three levels chose "good" as their answer.

Competence

Chinese managers think the junior managers whom they work with are fairly competent. One senior manager lost confidence in the junior managers may be due to past unsatisfying work delivered or from past projects worked together. Competence levels increases as the management position increases, this again sees that more hope, faith and confidence is shown more on the abilities and experience of the senior managers rather than junior managers

UK managers have good confidence or trust in the junior managers and their ability in delivery of successful projects. Competence is shown through past work delivered, and managers in the UK seem to have high confidence in their colleagues' abilities.

## Fairness

In China, views on fairness from junior managers increase in levels of management. Senior managers feel they are being treated more fairly than the other management levels. It is to be believed that greater respect and understanding could exist within personal relationships than work related.

In the UK, all managers feel they are being treated fairly across the organisation. Equality is standard in all organisations.

## viii) Q 2.8, Q 3.8 and Q 4.8

**Q 2.8)** How would you best describe your relationship with **Junior Managers**?
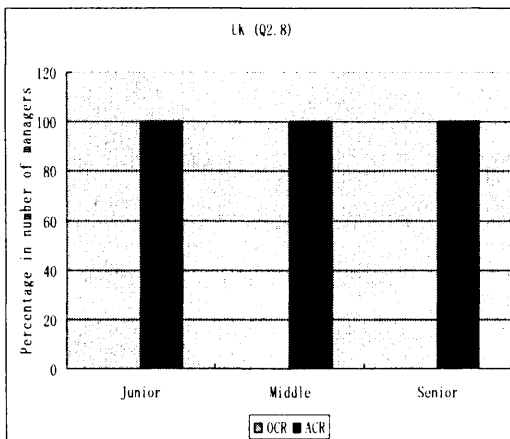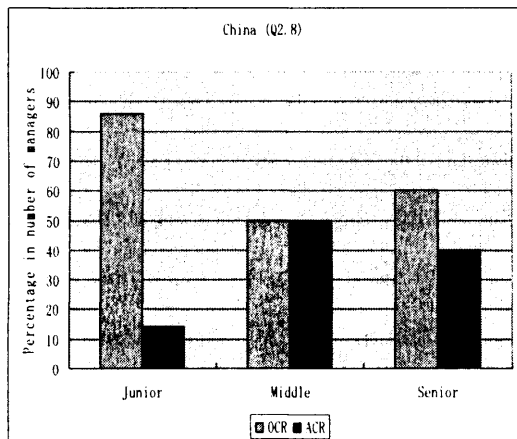


China (Q2.8)

UK (Q2.8)

**Q 3.8)** How would you best describe your relationship with **Middle Managers**?



China (Q3.8)

UK (Q3.8)

**Q 4.8)** How would you best describe your relationship with **Line Managers**?



China (Q4.8)

UK (Q4.8)
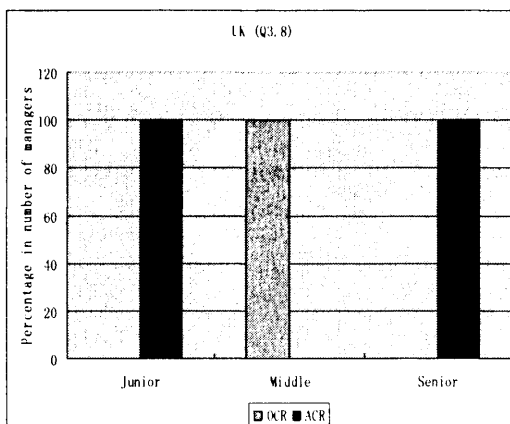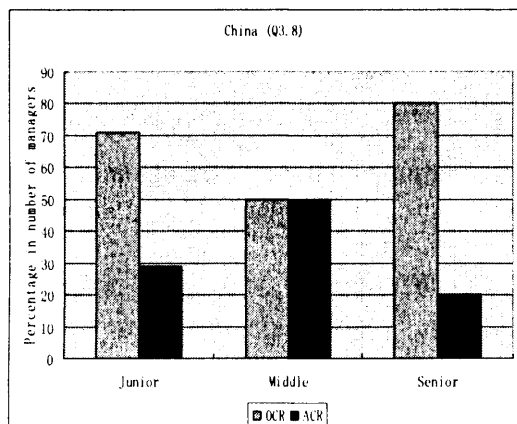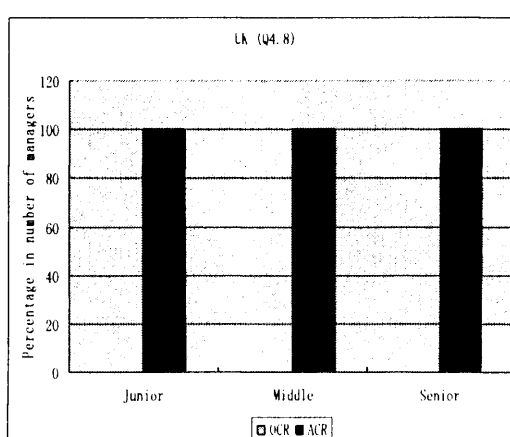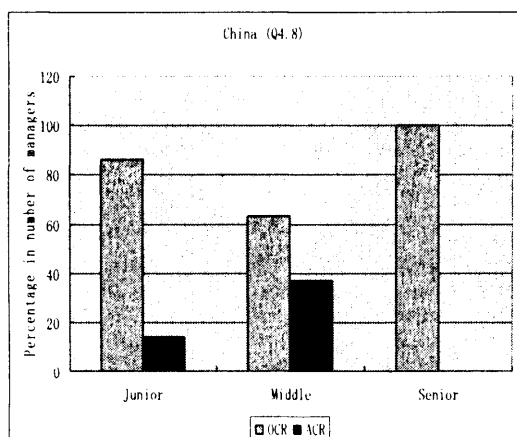
## Analysis

In China, the managers' describes their relationship with other managers as in long term interdependent close relationships (OCR), this kind of relationship increases significantly with rise in level of management. Arm's length contractual relationships do exist, more often at lower level of management. This can show signs of more tasks involved relationship between senior and junior or junior to junior managers. The senior managers are more socially involved in their relationship, developing better social contacts through better reachable resources, often this is known as previous chapters have described as guanxi.

In the UK, the British managers tend to favor arm's length contractual relationships, where their relationships are more contractually involved with no special relationships, often rules and orders are being followed. These results back up Sako's theory in the British having ACR business relationships. It also backed up my theory in suggesting that China shared same culture with Japan in being OCR orientated.

## 6.0) Chapter 6 - Feedback Comments

Some questionnaires returned by the Chinese managers have some short feedbacks which are their personal experience, and they thought could be important to include in the research. They suggested that trust based relationships at work or during projects varies year to year, and also depends on the project itself. They are as follows:

- Relationships between the Chinese managers will not always stay the same affected by changing projects, self-interest or opportunism is common depending on projects.

- Many senior managers still hold much power in many organisations. In order for some one in the lower management to get more respect from the senior management, he/she must achieve a lot of tasks to please the senior managers, hence there would be development in better relationships. If just one task caused unsatisfactory standard, senior managers' faith and confidence in their junior manager ability would decrease quicker than it gains, hence decrease in their relationship.

- Blame culture which is often criticised in the British construction industry also exist in the Chinese construction industry. Most managers want as much as responsibilities on the projects as possible, so they believe they could manage the work force and then behave poorly in project management in managing other resources. Often poor quality of work delivered and then nobody want to take the responsibilities for them, this is often due to tight schedules and irresponsible workforce, many cases occurs in the subcontractors. As a result, this jeopardizes cost of materials and designs, even though delays are not that often and can be overcame, but actual cost rises for the contractor.

## 7.0) Chapter 7 - Conclusion and Recommendation

From this research, the determinants of "trust" in social aspect were examined and analysed within organisations in two different countries under very different cultures. It is understandable in the society and at workplace, people behavior according to the environment they are in, and from this we expect people's moral standard all to be humane towards one and another, and feelings are reciprocal by one to another. Due to culture, it is well known that the Chinese believes in relationships revolve around "Guanxi" which means strong ties or close relationships. The British build on trust in terms of more of cooperation (Dibbens 2000). The feedback of questionnaires that received back from the managers at different levels of management from different organisations were collected and analysed for the moral attitude, feeling and behavior towards their peers or colleagues whom they worked with in previous projects or through multiple tasked relationships.

Based on Smyth (2003)'s theory of essential moral behaviors on dignity and respect, and since dignity is a inner human feeling, I believe that one can feel more dignified as an individual if he/she is treated with more respect from another individual, hence under reciprocal of exchanging respect would lead to the increase of dignity and trust relationship between the two individuals.

The hypothesis I explained in Chapter 3.2 (figure 3.2) on Chinese behaviors is reinforced on Smyth's theory on respect which is also linked with guanxi. As the hypothesis is backed from the results of the questionnaires, you can see many Chinese managers are very selective in whom to build up a relationship with at their work place, the higher the level of management you are the more respect you would get (or the more respect the senior managers feel he/she is receiving in a recipient's view). This can be explained as Chinese culture through traditions or history (Confucianism), or it can be explained as moral behavior as an individual's self-interest in gaining a trusting relationship with another individual who has more social networks than

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him/her.

Based on Sako (1992)'s theory in differences of business environment where she compared Japan and the UK, she explains that the Japanese practices of OCR (Obligational Contractual Relationships) which is more superior than the British practice of ACR (Arm's Length Contractual Relationships). From my theory, I stated that the Chinese would share a similar practice in the business environment as the Japanese since of some similarities in Far Eastern culture, my results do suggests that the vast majority of Chinese operates in OCR and British operates in ACR, but from the overall results I can see the Chinese still lack of a system, trust and some moral behaviors which is needed for OCR to be superior than British's ACR practices.

The following highlights the analyses of the questionnaires:

1. Increasing patterns in "respect" from junior Chinese managers towards senior Chinese managers is shown, and similar increase patterns for "dignity" is also shown. Trust is built on the increase of the two factors, while as the British managers are to be believed to show respect and dignity no matter an individual's level of management.

2. UK organisations' win-win approach is well recognised, they believe in sharing, mutual trust and cooperation, but are willing to make further sacrifices to improve their relationship with others. The Chinese organisations proven to have low management systems which many managers showing lack of commitment towards others or work by having accountability behaviors. Although some do operate in win-win but it is not enough without the commitment of many others. Then some can make sacrifices towards others, this shows their wiliness to bring their relationship with another to another level. This seems to be hard to understand for the British managers, hence difference in culture.

3. In hope, faith and confidence, there is clearly lack of trust from the Chinese managers for their junior managers, while as they trust their senior managers the most. The British managers believe in all of their colleagues in their abilities which would contribute towards their organisation.

4. Competence levels is based on expectation which increases in level of management for the Chinese, again this shows lack of confidence and trust for the lower management.

5. Unlike the British management, the Chinese managers' lack of openness which would create a barrier for trust within their management, this often leads to decrease in performance and increase inefficiency.

The results from the findings have proven many of the suggested theories to be true, even though there were lack of results from the British contractors. I feel confident for better analyses if there were an even larger sample to work on. Overall, by comparing Chinese firms with British firms, I believe the Chinese contracting firms' main problem is that they rely too much on the senior managers' decisions, and I think more responsibilities should be spread out so the lower management can get a chance to be more involved in many decision making. Hence more communication will recognise in one's talent, abilities and competence, and on route to develop on more win-win practices (trust) within the organisation. By saying this, it is hard for the Chinese organisations to change while competing in an environment where practices are common all over in the industry. Despite this, they are making slow progress to over come problems. It is not impossible, but it just needs time for the transition, not just in the construction industry but in the whole Chinese economic environment.

The End

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# Appendix

## 1) Tables of Results for the Questionnaires

## Q2.1, Q3.1 and Q4.1

**Q 2.1)** To what extent do your **Junior Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable dignity |  | 2 (25%) | 1 (20%) | 1 (100%) |  | 1 (100%) |
| Reasonable dignity | 7 (100%) | 4 (50%) | 4 (80%) |  | 1 (100%) |  |
| Indifference |  | 2 (25%) |  |  |  |  |
| Some lack of dignity |  |  |  |  |  |  |
| Considerable lack of dignity |  |  |  |  |  |  |

**Q 3.1)** To what extent do your **Middle Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable dignity |  | 2 (25%) | 1 (20%) |  |  |  |
| Reasonable dignity | 7 (100%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| Indifference |  | 2 (25%) |  |  |  |  |
| Some lack of dignity |  |  |  |  |  |  |
| Considerable lack of dignity |  |  |  |  |  |  |

**Q 4.1)** To what extent do your **Line Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable dignity | 2 (29%) | 1 (14%) | | | 1 (100%) | |
| Reasonable dignity | 3 (42%) | 7 (86%) | 5 (100%) | 1 (100%) | | 1 (100%) |
| Indifference | 2 (29%) | | | | | |
| Some lack of dignity | | | | | | |
| Considerable lack of dignity | | | | | | |

**Q 2.2, Q 3.2 and Q 4.2**

**Q 2.2)** To what extent do your **Junior Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?

| | China | | | | UK | |
| --- | --- | --- | --- | --- | --- | --- |
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable respect | | 2 (25%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| Reasonable respect | 7 (100%) | 6 (75%) | 3 (60%) | | 1 (100%) | |
| Indifference | | | | | | |
| Some lack of respect | | | | | | |
| Considerable lack of respect | | | | | | |

**Q 3.2)** To what extent do your **Middle Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?

| | China | | | | UK | |
| --- | --- | --- | --- | --- | --- | --- |
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable respect | | 1 (13%) | 1 (20%) | | | |
| Reasonable respect | 7 (100%) | 7 (87%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| Indifference | | | | | | |
| Some lack of respect | | | | | | |
| Considerable lack of respect | | | | | | |

**Q 4.2)** To what extent do your **Line Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?

| | China | | | | UK | |
| --- | --- | --- | --- | --- | --- | --- |
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Considerable respect | 3 (43%) | 1 (13%) | 2 (40%) | | 1 (100%) | |
| Reasonable respect | 4 (57%) | 7 (87%) | 3 (60%) | 1 (100%) | | 1 (100%) |
| Indifference | | | | | | |
| Some lack of respect | | | | | | |
| Considerable lack of respect | | | | | | |

## Q 2.3, Q3.3 and Q4.3

**Q 2.3)** Which of the following most accurately describes the way in which **Junior Managers** with whom you work behave towards you?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Opportunism |  |  |  |  |  |  |
| Accountability | 3 (42%) | 3 (38%) | 2 (40%) |  |  |  |
| Indifference |  |  | 1 (20%) |  |  |  |
| Win-Win | 2 (29%) | 5 (62%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| Sacrificial | 2 (29%) |  |  |  |  |  |

**Q 3.3)** Which of the following most accurately describes the way in which **Middle Managers** with whom you work behave towards you?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Opportunism |  |  |  |  |  |  |
| Accountability | 2 (29%) | 3 (38%) | 3 (60%) |  |  |  |
| Indifference |  | 2 (24%) |  |  |  |  |
| Win-Win | 1 (14%) | 3 (38%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| Sacrificial | 4 (57%) |  |  |  |  |  |

**Q 4.3)** Which of the following most accurately describes the way in which **Line Managers** with whom you work behave towards you?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Opportunism |  |  |  |  |  |  |
| Accountability | 2 (29%) | 3 (38%) | 2 (40%) |  |  |  |
| Indifference |  |  |  |  |  |  |
| Win-Win | 2 (29%) | 3 (38%) | 3 (60%) | 1 (100%) | 1 (100%) | 1 (100%) |
| Sacrificial | 3 (42%) | 2 (24%) |  |  |  |  |

**Q 2.4, Q 3.4 and Q 4.4**

**Q 2.4)** To what extent do **Junior Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no hope |  |  |  |  |  |  |
| Some hope | 5 (71%) | 4 (50%) |  |  |  |  |
| Considerable hope | 2 (29%) | 4 (50%) | 5 (100%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 3.4)** To what extent do **Middle Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no hope |  |  |  |  |  |  |
| Some hope | 6 (86%) | 6 (75%) |  |  |  |  |
| Considerable hope | 1 (14%) | 2 (25%) | 5 (100%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 4.4)** To what extent do **Line Managers** with whom you work have *hope* in your abilities, which is *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no hope |  |  |  |  |  |  |
| Some hope | 4 (57%) | 4 (50%) | 1 (20%) |  |  |  |
| Considerable hope | 3 (43%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

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**Q 2.5, Q 3.5 and Q 4.5**

**Q 2.5)** To what extent do **Junior Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no faith |  |  |  |  |  |  |
| Some faith | 5 (71%) | 3 (38%) | 1 (20%) |  |  |  |
| Considerable faith | 2 (29%) | 5 (62%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 3.5)** To what extent do **Middle Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no faith |  |  |  |  |  |  |
| Some faith | 6 (86%) | 3 (38%) | 1 (20%) |  |  |  |
| Considerable faith | 1 (14%) | 5 (62%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 4.5)** To what extent do **Line Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

|  | China | | | UK | | |
|---|---|---|---|---|---|---|
|  | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no faith |  |  |  |  |  |  |
| Some faith | 3 (43%) | 4 (50%) | 1 (20%) |  |  |  |
| Considerable faith | 4 (57%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

## Q 2.6, Q 3.6 and Q 4.6

**Q 2.6)** To what extent do **Junior Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no confidence | | | | | | |
| Some confidence | 5 (71%) | 3 (38%) | 1 (20%) | | | |
| Considerable confidence | 2 (29%) | 5 (62%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 3.6)** To what extent do **Middle Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no confidence | | | | | | |
| Some confidence | 6 (86%) | 4 (50%) | 1 (20%) | | | |
| Considerable confidence | 1 (14%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 4.6)** To what extent do **Line Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Little or no confidence | | | | | | |
| Some confidence | 4 (57%) | 5 (62%) | 1 (20%) | | | |
| Considerable confidence | 3 (43%) | 3 (38%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 2.7)** To what extent are the following conditions present in your relationship your **Junior Managers** with whom you work?

| | | China | | | UK | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 3 (43%) | 4 (50%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 4 (57%) | 4 (50%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Consistency | Fair | 5 (71%) | 6 (75%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 2 (25%) | 3 (60%) | | 1 (100%) | |
| | Poor | | | | | | |
| Availability | Fair | 2 (29%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | |
| | Good | 5 (71%) | 4 (50%) | 2 (40%) | | | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Discretion | Fair | 5 (71%) | 4 (50%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 2 (29%) | 4 (50%) | 2 (40%) | | | |
| | Poor | | | | | | |
| Promise fulfillment | Fair | 6 (86%) | 5 (63%) | 5 (100%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | 3 (37%) | | | | |
| | Poor | | | | | | |
| Receptivity | Fair | 4 (57%) | 5 (63%) | 2 (40%) | 1 (100%) | | |
| | Good | 3 (43%) | 3 (37%) | 3 (60%) | | 1 (100%) | 1 (100%) |
| | Poor | | 2 (25%) | | | | |
| Integrity | Fair | 5 (71%) | 2 (25%) | 2 (40%) | | | |
| | Good | 2 (29%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | 2 (26%) | 1 (20%) | | | |
| Openness | Fair | 6 (86%) | 3 (37%) | 4 (80%) | | | |
| | Good | 1 (14%) | 3 (37%) | | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Competence | Fair | 6 (86%) | 4 (50%) | 4 (80%) | 1 (100%) | | |
| | Good | 1 (14%) | 4 (50%) | | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Fairness | Fair | 6 (86%) | 4 (50%) | 1 (20%) | 1 (100%) | 1 (100%) | |
| | Good | 1 (14%) | 4 (50%) | 4 (80%) | | | 1 (100%) |

**Q 3.7)** To what extent are the following conditions present in your relationship your **Middle Managers** with whom you work?

| | | China | | | | UK | |
|---|---|---|---|---|---|---|---|
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 2 (29%) | 7 (88%) | 3 (60%) | 1 (100%) | | 1 (100%) |
| | Good | 5 (71%) | 1 (12%) | 2 (40%) | | 1 (100%) | |
| | Poor | | 2 (25%) | | | | |
| Consistency | Fair | 4 (57%) | 2 (25%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 3 (43%) | 4 (50%) | 3 (60%) | | 1 (100%) | |
| | Poor | | 1 (12%) | | | | |
| Availability | Fair | 5 (71%) | 3 (38%) | 1 (20%) | | | |
| | Good | 2 (29%) | 4 (50%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Discretion | Fair | 5 (71%) | 5 (63%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 3 (37%) | 3 (60%) | | 1 (100%) | |
| | Poor | | 2 (25%) | | | | |
| Promise fulfillment | Fair | 4 (57%) | 5 (63%) | 1 (20%) | | 1 (100%) | |
| | Good | 3 (43%) | 1 (12%) | 4 (80%) | 1 (100%) | | 1 (100%) |
| | Poor | | 2 (25%) | | | | |
| Receptivity | Fair | 4 (57%) | 4 (50%) | 1 (20%) | | | |
| | Good | 3 (43%) | 2 (25%) | 4 (80%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | 2 (25%) | 1 (20%) | | | |
| Integrity | Fair | 6 (86%) | 4 (50%) | 2 (40%) | | | |
| | Good | 1 (14%) | 2 (25%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Poor | | | 1 (20%) | | | |
| Openness | Fair | 6 (86%) | 4 (50%) | 4 (80%) | 1 (100% | | 1 (100%) |
| | Good | 1 (14%) | 4 (50%) | | | 1 (100%) | |
| | Poor | | | | | | |
| Competence | Fair | 4 (57%) | 3 (38%) | 3 (60%) | | 1 (100%) | |
| | Good | 3 (43%) | 5 (62%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Poor | | | | | | |
| Fairness | Fair | 6 (86%) | 3 (38%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 1 (14%) | 5 (62%) | 3 (60%) | | 1 (100%) | |

**Q 4.7)** To what extent are the following conditions present in your relationship with your **Line Managers** with whom you work?

| | | China | | | | UK | |
|---|---|---|---|---|---|---|---|
| | | Junior | Middle | Senior | Junior | Middle | Senior |
| | Poor | | | | | | |
| Loyalty | Fair | 3 (43%) | 6 (75%) | 4 (80%) | 1 (100%) | | |
| | Good | 4 (57%) | 2 (25%) | 1 (20%) | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Consistency | Fair | 5 (71%) | 5 (63%) | 2 (40%) | 1 (100%) | | 1 (100%) |
| | Good | 2 (29%) | 3 (37%) | 3 (60%) | | 1 (100%) | |
| | Poor | | | | | | |
| Availability | Fair | 5 (71%) | 4 (50%) | 1 (20%) | 1 (100%) | | |
| | Good | 2 (29%) | 4 (50%) | 4 (80%) | | 1 (100%) | 1 (100%) |
| | Poor | | | 1(20%) | | | |
| Discretion | Fair | 6 (86%) | 6 (75%) | 1 (20%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | 2 (25%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Promise fulfillment | Fair | 4 (57%) | 4 (50%) | 1 (20%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 4 (50%) | 4 (80%) | | | |
| | Poor | | | | | | |
| Receptivity | Fair | 4 (57%) | 5 (63%) | 3 (60%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 3 (37%) | 2 (40%) | | | |
| | Poor | | 2(25%) | | | | |
| Integrity | Fair | 6 (86%) | 6 (75%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 1 (14%) | | 3 (60%) | | | |
| | Poor | | 2 (25%) | | | | |
| Openness | Fair | 5 (71%) | 5 (63%) | 5 (100%) | 1 (100%) | | |
| | Good | 2 (39%) | 1 (12%) | | | 1 (100%) | 1 (100%) |
| | Poor | | | | | | |
| Competence | Fair | 4 (57%) | 5 (63%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |
| | Good | 3 (43%) | 3 (37%) | 3 (60%) | | | |
| | Poor | | | | | | |
| Fairness | Fair | 5 (71%) | 4 (50%) | 3 (60%) | 1 (100%) | 1 (100%) | |
| | Good | 2 (29%) | 4 (50%) | 2 (40%) | | | 1 (100%) |

## Q 2.8, Q 3.8 and Q 4.8

**Q 2.8)** How would you best describe your relationship with **Junior Managers**?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Long-term interdependent close relationships based upon duty and contractual obligation as an employee | 6 (86%) | 4 (50%) | 3 (60%) | | | |
| An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks | 1 (14%) | 4 (50%) | 2 (40%) | 1 (100%) | 1 (100%) | 1 (100%) |

**Q 3.8)** How would you best describe your relationship with **Middle Managers**?

| | | China | | | UK | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Long-term interdependent close relationships based upon duty and contractual obligation as an employee | 5 (71%) | 4 (50%) | 4 (80%) | | 1 (100%) | |
| An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks | 2 (29%) | 4 (50%) | 1 (20%) | 1 (100%) | | 1 (100%) |

**Q 4.8)** How would you best describe your relationship with **Line Managers**?

| | China | | | UK | | |
|---|---|---|---|---|---|---|
| | Junior | Middle | Senior | Junior | Middle | Senior |
| Long-term interdependent close relationships based upon duty and contractual obligation as an employee | 6 (86%) | 5 (63%) | 5 (100%) | | | |
| An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks | 1 (14%) | 3 (37%) | | 1 (100%) | 1 (100%) | 1 (100%) |

KENNY CHEN
1 ROVER HOUSE
WHITMORE ESTATE
LONDON
N1 5RS
Kenchen82@hotmail.com

14 September 2006

## Questionnaire on Trust in Construction Companies: a comparison between Chinese and UK Contractors and Cultures

I am a student in the Bartlett School of Graduate Studies, UCL, undertaking research for my Dissertation in fulfilment of my Masters in Project and Enterprise Management (PEM). I am building on a framework of trust used in research conducted by my Supervisor, Dr H J Smyth, who has considered trust in **project teams** across organisations. This research looks at trust *within companies*, yet *across cultures*.

Thank you for taking part in this second survey on trust. I wish your company to benefit from the research and so will provide an electronic copy of the submitted Dissertation to your organisation, from which I hope some useful information and recommendations for improving performance will be there for your company. While I shall inform your company as to which information relates to your company, the names of all companies will remain anonymous, and no individual will be identified, for reasons of confidentiality.

The survey asks you questions on your experiences to date as a member of your company. Please give as considered a response to each question as possible. The questions address relationship issues that are 'intangible' to some extent, so your response may be 'intuitive' in part.

**You can complete the form in around 15 minutes.** Please complete the form electronically, save it and send it to mail to:kenchen82@hotmail.com.

Please return the completed questionnaire by **10/08/2006.**

Thank you very much indeed,

*Kenny Chen*
*Masters Student*
*Project and Enterprise Management (PEM)*
*Bartlett School of Graduate Studies*
*UCL*

# Section 1. These questions concern your <u>Role</u> and <u>Job Function</u> within your company.

## Q.1.1
What is your job title? ................................................................

## Q.1.2
How would you describe your role?

*Click <u>one</u> box only*

Senior Management ☐

Middle Management ☐

Junior Management ☐

The questions in the remaining Sections concern **Junior, Middle** and **Senior Managers**. Depending upon your answer to **Q.1.2** above, one Section will be asking you about your peers.

Proceed to **Section 2** on the next page.....

## Section 2.
These questions concern your perception of trust in the relationship with the **Junior Managers** to whom you are responsible and with whom you have regular contact.

### Q.2.1
To what extent do your **Junior Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?

*Click **one** box only*

| | |
|---|---|
| Considerable dignity | ☐ |
| Reasonable dignity | ☐ |
| Indifference | ☐ |
| Some lack of dignity | ☐ |
| Considerable lack of dignity | ☐ |

### Q.2.2
To what extent do your **Junior Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?

*Click **one** box only*

| | |
|---|---|
| Considerable respect | ☐ |
| Reasonable respect | ☐ |
| Indifference | ☐ |
| Some lack of respect | ☐ |
| Considerable lack of respect | ☐ |

### Q.2.3
Which of the following most accurately describes the way in which **Junior Managers** with whom you work behave towards you?

*Click **one** box only*

**Opportunism** – decisions and actions based upon their self-interest that in some cases maybe detrimental to overall effective and efficient operations ☐

**Accountability** – decisions and actions that put their concerns about line management above overall effective and efficient operations ☐

**Indifference** – decisions and actions do not appear to be in the best interests of operations; they offer the path of least resistance ☐

**Win-win** – willingness to be vulnerable towards you, trusting that your decisions and actions will be positive to overall effective and efficient operations, yielding short-term mutual advantage ☐

**Sacrificial** – willingness to "go the extra mile" to help and support you, trusting that your decisions and actions will be positive to the overall effective and efficient operations, yielding long-term mutual advantage ☐

## Q.2.4

To what extent do **Junior Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

*Click __one__ box only*

Little _or_ no hope ☐

Some hope ☐

Considerable hope ☐

## Q.2.5

To what extent do **Junior Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

*Click __one__ box only*

Little _or_ no faith ☐

Some faith ☐

Considerable faith ☐

## Q.2.6

To what extent do **Junior Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?

*Click __one__ box only*

Little _or_ no confidence ☐

Some confidence ☐

Considerable _or_ complete confidence ☐

## Q.2.7
To what extent are the following conditions present in your relationship your **Junior Managers** with whom you work?

*Click **one** box only per row*

|                     | poor | fair | good |
|---------------------|:----:|:----:|:----:|
| Loyalty             | ☐    | ☐    | ☐    |
| Consistency         | ☐    | ☐    | ☐    |
| Availability        | ☐    | ☐    | ☐    |
| Discretion          | ☐    | ☐    | ☐    |
| Promise-fulfilment  | ☐    | ☐    | ☐    |
| Receptivity         | ☐    | ☐    | ☐    |
| Integrity           | ☐    | ☐    | ☐    |
| Openness            | ☐    | ☐    | ☐    |
| Competence          | ☐    | ☐    | ☐    |
| Fairness            | ☐    | ☐    | ☐    |

## Q.2.8
How would you best describe your relationship with **Junior Managers**?

*Click **one** box only*

| | |
|---|:---:|
| Long-term interdependent close relationships based upon duty and contractual obligation as an employee | ☐ |
| An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks | ☐ |

Proceed to **Section 3** on the next page.....

## Section 3. These questions concern your perception of trust in the relationship with the <u>Middle Managers</u> to whom you are responsible and with whom you have regular contact.

### Q.3.1
To what extent do your **Middle Managers** with whom you work value you as a person, that is, treat you with *dignity* as a human being?

*Click **one** box only*

| | |
|---|---|
| Considerable dignity | ☐ |
| Reasonable dignity | ☐ |
| Indifference | ☐ |
| Some lack of dignity | ☐ |
| Considerable lack of dignity | ☐ |

### Q.3.2
To what extent do your **Middle Managers** with whom you work value what you achieve, that is, treat you with *respect* in your role and job function?

*Click **one** box only*

| | |
|---|---|
| Considerable respect | ☐ |
| Reasonable respect | ☐ |
| Indifference | ☐ |
| Some lack of respect | ☐ |
| Considerable lack of respect | ☐ |

### Q.3.3
Which of the following most accurately describes the way in which **Middle Managers** with whom you work behave towards you?

*Click **one** box only*

*Opportunism* – decisions and actions based upon <u>their</u> self-interest that in some cases maybe detrimental to overall effective and efficient operations ☐

*Accountability* – decisions and actions that put <u>their</u> concerns about line management above overall effective and efficient operations ☐

*Indifference* – decisions and actions do not appear to be in the best interests of operations; they offer the path of least resistance ☐

*Win-win* – willingness to be vulnerable towards you, trusting that your decisions and actions will be positive to overall effective and efficient operations, yielding short-term mutual advantage ☐

*Sacrificial* – willingness to "go the extra mile" to help and support you, trusting that your decisions and actions will be positive to the overall effective and efficient operations, yielding long-term mutual advantage ☐

## Q.3.4

To what extent do **Middle Managers** with whom you work have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

*Click __one__ box only*

| | |
|---|---|
| Little *or* no hope | ☐ |
| Some hope | ☐ |
| Considerable hope | ☐ |

## Q.3.5

To what extent do **Middle Managers** with whom you work have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

*Click __one__ box only*

| | |
|---|---|
| Little *or* no faith | ☐ |
| Some faith | ☐ |
| Considerable faith | ☐ |

## Q.3.6

To what extent do **Middle Managers** with whom you work have *confidence* in your ability to address and resolve issues based upon your past performance?

*Click __one__ box only*

| | |
|---|---|
| Little *or* no confidence | ☐ |
| Some confidence | ☐ |
| Considerable *or* complete confidence | ☐ |

## Q.3.7
To what extent are the following conditions present in your relationship your **Middle Managers** with whom you work?

*Click __one__ box only per row*

|  | poor | fair | good |
|---|---|---|---|
| Loyalty | ☐ | ☐ | ☐ |
| Consistency | ☐ | ☐ | ☐ |
| Availability | ☐ | ☐ | ☐ |
| Discretion | ☐ | ☐ | ☐ |
| Promise-fulfilment | ☐ | ☐ | ☐ |
| Receptivity | ☐ | ☐ | ☐ |
| Integrity | ☐ | ☐ | ☐ |
| Openness | ☐ | ☐ | ☐ |
| Competence | ☐ | ☐ | ☐ |
| Fairness | ☐ | ☐ | ☐ |

## Q.3.8
How would you best describe your relationship with **Middle Managers**?

*Click __one__ box only*

Long-term interdependent close relationships based upon duty and contractual obligation as an employee ☐

An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks ☐

Proceed to **Section 4** on the next page.....

## Section 4. These questions concern your perception of trust in the relationship with the **Line Managers** to whom you are responsible and with whom you have regular contact.

### Q.4.1

To what extent do your **Line Managers** to whom you are responsible value you as a person, that is, treat you with *dignity* as a human being?

*Click __one__ box only*

Considerable dignity ☐

Reasonable dignity ☐

Indifference ☐

Some lack of dignity ☐

Considerable lack of dignity ☐

### Q.4.2

To what extent do your **Line Managers** to whom you are responsible value what you achieve, that is, treat you with *respect* in your role and job function?

*Click __one__ box only*

Considerable respect ☐

Reasonable respect ☐

Indifference ☐

Some lack of respect ☐

Considerable lack of respect ☐

### Q.4.3

Which of the following most accurately describes the way in which **Line Managers** to whom you are responsible behave towards you?

*Click __one__ box only*

*Opportunism* – decisions and actions based upon their self-interest that
in some cases maybe detrimental to overall effective and efficient operations  ☐

*Accountability* – decisions and actions that put their concerns about line management
above overall effective and efficient operations  ☐

*Indifference* – decisions and actions do not appear to be in the best interests of
operations: they offer the path of least resistance  ☐

*Win-win* – willingness to be vulnerable towards you, trusting that your decisions
and actions will be positive to overall effective and efficient operations,
yielding short-term mutual advantage  ☐

*Sacrificial* – willingness to "go the extra mile" to help and support you, trusting that
your decisions and actions will be positive to the overall effective and
efficient operations, yielding long-term mutual advantage  ☐

## Q.4.4

To what extent do **Line Managers** to whom you are responsible have *hope* in your abilities, that is, *hope* in your ability to achieve positive operational outcomes that are currently seen as possible?

*Click **one** box only*

Little _or_ no hope ☐

Some hope ☐

Considerable hope ☐

## Q.4.5

To what extent do **Line Managers** to whom you are responsible have *faith* in your abilities, that is, *faith* in your ability to achieve positive operational outcomes that are unseen yet believed possible?

*Click **one** box only*

Little _or_ no faith ☐

Some faith ☐

Considerable faith ☐

## Q.4.6

To what extent do **Line Managers** to whom you are responsible have *confidence* in your ability to address and resolve issues based upon your past performance?

*Click **one** box only*

Little _or_ no confidence ☐

Some confidence ☐

Considerable _or_ complete confidence ☐

## Q.4.7

To what extent are the following conditions present in your relationship your **Line Managers** to whom you are responsible?

*Click **one** box only per row*

|  | poor | fair | good |
|---|---|---|---|
| Loyalty | ☐ | ☐ | ☐ |
| Consistency | ☐ | ☐ | ☐ |
| Availability | ☐ | ☐ | ☐ |
| Discretion | ☐ | ☐ | ☐ |
| Promise-fulfilment | ☐ | ☐ | ☐ |
| Receptivity | ☐ | ☐ | ☐ |
| Integrity | ☐ | ☐ | ☐ |
| Openness | ☐ | ☐ | ☐ |
| Competence | ☐ | ☐ | ☐ |
| Fairness | ☐ | ☐ | ☐ |

## Q.4.8

How would you best describe your relationship with **Senior Managers**?

*Click **one** box only*

| | |
|---|---|
| Long-term interdependent close relationships based upon duty and contractual obligation as an employee | ☐ |
| An arm's length relationship based around you role and responsibilities towards undertaking and completing tasks | ☐ |

*Thank you very much for completing the Questionnaire. Please return to the address below.*

Kenny Chen mailto:kenchen82@hotmail. com.

KENNY CHEN/陈耿
1 ROVER HOUSE
WHITMORE ESTATE
LONDON
N1 5RS
Kenchen82@hotmail.com

14 September 2006

## 建筑业调查表:中英建筑业"文化和信任"的比较

我是 UCL 伦敦大学学院建筑系的硕士学生,目前我在写我的毕业论文. 我研究的课题—"信任",是根据我的导师 Dr H J Smyth 的研究而应生而成的,他的研究是以"信任"为主,采访不同企业里的项目研究小组. 这个课题将会深入研究关于信任在不同文化背景的公司的内部的作用与差别.

非常感谢您参与这个关于"信任"的调查表.我希望您的公司也会有所收获,当这份文章完成后我将会寄一份电子版本的报告给您.为了保持正确的研究结果和个人隐私,全部参与人和公司的资料将会保密.

这些调查问题是关于您所在任职公司的经验. 问题是跟人和人之间的关系.

**回答这些题止需要您 15 分钟时间.**请在提供的灰空格里写字或者打勾,然后保存,在寄回到以下电子邮件:
kenchen82@hotmail.com

请在 **10/08/2006** 之前回复这份调查表.

再次感谢,

Thank you very much indeed,

*陈耿*
*Masters Student*
*Project and Enterprise Management (PEM)*
*Bartlett School of Graduate Studies*
*UCL*

**第 1 部分.** 这些问题是关于您在公司里的**职务/职衔**.

## Q1.1
您的职称?

## Q.1.2
请选您在公司的职位:

<div style="text-align:right">

请打<u>一个</u>勾

</div>

| | |
|---|---|
| 高级管理人员 | ☐ |
| 中级管理人员 | ☐ |
| 初级管理人员 | ☐ |

Q.1.2 之后的问题关系到您对高级,中级,初级管理人员或同级的看法.

<div style="text-align:right">

请进入下一页看**第 2 部分**.....

</div>

**第 2 部分.** 这些问题关于您和您经常一起工作/来往的**初级管理人员**的信任关系.

**Q.2.1**
**初级管理人员**对您的评价,是否**尊重**您的人格?

请打**一个**勾

- 非常尊重 ☐
- 尊重 ☐
- 待遇平衡 ☐
- 有点不尊重 ☐
- 不尊重 ☐

**Q.2.2**
跟您经常工作的**初级管理人员**是否**尊重**您的职位和工作能力?

请打**一个**勾

- 非常尊重 ☐
- 尊重 ☐
- 待遇平衡 ☐
- 有点不尊重 ☐
- 不尊重 ☐

**Q.2.3** 下面那一个形容最适合您的**初级管理人员**对您的态度和你们之间的关系?

请打**一个**勾

- **投机主义** – 为个人利益而导致一些决定,捣乱了工作效率和运作 ☐
- **责任感** – 不理公司的要求,利益和运作方式,用自己的决定/作风来工作. ☐
- **漠不关心** – 态度和任务决定都很一般, 没有考虑到公司的利益. ☐
- **双赢** – 友好态度,信任你决和能力.向着发展的方向移动和展出短期的 共有利益 ☐
- **勇于牺牲** – 很热情的帮助和支持您,相信你的决定和能力会像发展的 方向移动和展出长期的共有利益 ☐

3

## Q.2.4
是否**初级管理人员**对您工作能力有**信心**.是否对您目前工作上的决定和判断力有**信心**?

请打<u>一个</u>勾

| | |
|---|---|
| 一点或没有信心 | ☐ |
| 有些信心 | ☐ |
| 绝对有信心 | ☐ |

## Q.2.5
**初级管理人员**对您工作能力的**信任**.是否对您将来工作上的决定或者判断力有绝对的**信任**?

请打<u>一个</u>勾

| | |
|---|---|
| 一点或没有信任 | ☐ |
| 有些信任 | ☐ |
| 非常信任 | ☐ |

## Q.2.6
根据您之前的工作表现和解决问题的能力,您的**初级管理人员**对您的**信心**有多大?

请打<u>一个</u>勾

| | |
|---|---|
| 一点或没有信心 | ☐ |
| 有些信心 | ☐ |
| 绝对有信心 | ☐ |

**Q.2.7**

请在每排灰空格里选择一个最适合形容您和您的**初级管理人员**之间的关系.

请在每排打<u>一个</u>勾

| | 不好 | 一般 | 很好 |
|---|---|---|---|
| 忠诚 | ☐ | ☐ | ☐ |
| 一致性 | ☐ | ☐ | ☐ |
| 有用性 | ☐ | ☐ | ☐ |
| 判断性 | ☐ | ☐ | ☐ |
| 许诺性 | ☐ | ☐ | ☐ |
| 感受性 | ☐ | ☐ | ☐ |
| 完整性 | ☐ | ☐ | ☐ |
| 公开性 | ☐ | ☐ | ☐ |
| 能力性 | ☐ | ☐ | ☐ |
| 公平性 | ☐ | ☐ | ☐ |

**Q.2.8**

请问您和您的**初级管理人员**是如何建立和处理上级与下级的关系?

请打<u>一个</u>勾

| | |
|---|---|
| 根据职责和目标,所以建立了长久,互相帮助的关系 | ☐ |
| 根据工作岗位的必要,才一起合作去完成一个任务 | ☐ |

请进入下一页看**第 3 部分**.....

# 第 3 部分. 这些问题关于您和您经常一起工作/来往的**中级管理人员**的信任关系.

## Q.3.1
**中级管理人员**对您的评价,是否**尊重**您的人格?

请打**一个**勾

| | |
|---|---|
| 非常尊重 | ☐ |
| 尊重 | ☐ |
| 待遇平衡 | ☐ |
| 有点不尊重 | ☐ |
| 不尊重 | ☐ |

## Q.3.2
跟您经常工作的**中级管理人员**是否**尊重**您的职位和工作能力?

请打**一个**勾

| | |
|---|---|
| 非常尊重 | ☐ |
| 尊重 | ☐ |
| 待遇平衡 | ☐ |
| 有点不尊重 | ☐ |
| 不尊重 | ☐ |

## Q.3.3
下面那一个形容最适合您的**中级管理人员**对您的态度和你们之间的关系?

请打**一个**勾

| | |
|---|---|
| **投机主义** – 为个人利益而导致一些决定,捣乱了工作效率和运作 | ☐ |
| **责任感** - 不理公司的要求,利益和运作方式,用自己的决定/作风来工作. | ☐ |
| **漠不关心** – 态度和任务决定都很一般, 没有考虑到公司的利益. | ☐ |
| **双赢** – 友好态度,信任你决和能力,向着发展的方向移动和展出短期的 共有利益 | ☐ |
| **勇于牺牲** – 很热情的帮助和支持您,相信你的决定和能力会像发展的 方向移动和展出长期的共有利益 | ☐ |

**Q.3.4**

是否**中级管理人员**对您工作能力有**信心**.是否对您目前工作上的决定和判断力有信心?

请打一个勾

| | |
|---|---|
| 一点或没有信心 | ☐ |
| 有些信心 | ☐ |
| 绝对有信心 | ☐ |

**Q.3.5**

**中级管理人员**对您工作能力的**信任**.是否对您将来工作上的决定或者判断力有绝对的**信任**?

请打一个勾

| | |
|---|---|
| 一点或没有信任 | ☐ |
| 有些信任 | ☐ |
| 非常信任 | ☐ |

**Q.3.6**

根据您之前的工作表现和解决问题的能力,您的**中级管理人员**对您的**信心**有多大?

请打一个勾

| | |
|---|---|
| 一点或没有信心 | ☐ |
| 有些信心 | ☐ |
| 绝对有信心 | ☐ |

**Q.3.7**

请在每排灰空格里选择一个最适合形容您和您的**中级管理人员**之间的关系.

请在每排打**一个勾**

| | 不好 | 一般 | 很好 |
|---|---|---|---|
| 忠诚 | ☐ | ☐ | ☐ |
| 一致性 | ☐ | ☐ | ☐ |
| 有用性 | ☐ | ☐ | ☐ |
| 判断性 | ☐ | ☐ | ☐ |
| 许诺性 | ☐ | ☐ | ☐ |
| 感受性 | ☐ | ☐ | ☐ |
| 完整性 | ☐ | ☐ | ☐ |
| 公开性 | ☐ | ☐ | ☐ |
| 能力性 | ☐ | ☐ | ☐ |
| 公平性 | ☐ | ☐ | ☐ |

**Q.3.8**

请问您和您的**中级管理人员**是如何建立和处理上级与下级的关系?

请打**一个勾**

| | |
|---|---|
| 根据职责和目标,所以建立了长久,互相帮助的关系 | ☐ |
| 根据工作岗位的必要,才一起合作去完成一个任务 | ☐ |

**第 4 部分.** 这些问题关于您和您经常一起工作/来往的**高级管理人员**的信任关系.

**Q.4.1**
**高级管理人员**对您的评价,是否**尊重**您的人格?

请打一个勾

| | |
|---|---|
| 非常尊重 | ☐ |
| 尊重 | ☐ |
| 待遇平衡 | ☐ |
| 有点不尊重 | ☐ |
| 不尊重 | ☐ |

**Q.4.2**
跟您经常工作的**高级管理人员**是否**尊重**您的职位和工作能力?

请打一个勾

| | |
|---|---|
| 非常尊重 | ☐ |
| 尊重 | ☐ |
| 待遇平衡 | ☐ |
| 有点不尊重 | ☐ |
| 不尊重 | ☐ |

**Q.4.3**
下面那一个形容最适合您的**高级管理人员**对您的态度和你们之间的关系?

请打一个勾

**投机主义** – 为个人利益而导致一些决定,搞乱了工作效率和运作    ☐

**责任感** – 不理公司的要求,利益和运作方式,用自己的决定/作风来工作.    ☐

**漠不关心** – 态度和任务决定都很一般, 没有考虑到公司的利益.    ☐

**双赢** – 友好态度,信任你决和能力,向着发展的方向移动和展出短期的
共有利益    ☐

**勇于牺牲** – 很热情的帮助和支持您,相信你的决定和能力会像发展的
方向移动和展出长期的共有利益    ☐

**Q.4.4**

是否**高级管理人员**对您工作能力有**信心**.是否对您目前工作上的决定和判断力有**信心**?

请打一个勾

一点或没有信心 ☐

有些信心 ☐

绝对有信心 ☐

**Q.4.5**

**高级管理人员**对您工作能力的**信任**.是否对您将来工作上的决定或者判断力有绝对的**信任**?

请打一个勾

一点或没有信任 ☐

有些信任 ☐

非常信任 ☐

**Q.4.6**

根据您之前的工作表现和解决问题的能力,您的**高级管理人员**对您的**信心**有多大?

请打一个勾

一点或没有信心 ☐

有些信心 ☐

绝对有信心 ☐

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**Q.4.7**

请在每排灰空格里选择一个最适合形容您和您的**高级管理人员**之间的关系.

请在每排打<u>一个</u>勾

| | 不好 | 一般 | 很好 |
|---|---|---|---|
| 忠诚 | ☐ | ☐ | ☐ |
| 一致性 | ☐ | ☐ | ☐ |
| 有用性 | ☐ | ☐ | ☐ |
| 判断性 | ☐ | ☐ | ☐ |
| 许诺性 | ☐ | ☐ | ☐ |
| 感受性 | ☐ | ☐ | ☐ |
| 完整性 | ☐ | ☐ | ☐ |
| 公开性 | ☐ | ☐ | ☐ |
| 能力性 | ☐ | ☐ | ☐ |
| 公平性 | ☐ | ☐ | ☐ |

**Q.4.8**

请问您和您的**高级主管理人员**是如何建立和处理上级与下级的关系?

请打<u>一个</u>勾

| | |
|---|---|
| 根据职责和目标,所以建立了长久、互相帮助的关系 | ☐ |
| 根据工作岗位的必要,才一起合作去完成一个任务 | ☐ |

谢谢您的合作,请寄回以下的电子邮件.

陈耿: