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Model Construction of Trust Culture Generation of Top Management Team

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Abstract: Based on the retrospect of the sociological studies on the origin of trust culture, the article puts forth the five independent variables and two intermediate variables：the consistency of enterprise's standards, the stability of the institutional system, the transparency of the organization, the sense of belonging to the surroundings, the security of the system, team spirit, and the resource supports. this article constructs a model for how the trust culture among top management team comes to being, fills gaps in the theory of constructing the top management team, and offers ideas and methods for the building of trust culture among top management teams.

Key Words: top management team; trust culture; model

1. Introduction

Since Hambrick and Mason (1984) put forward "the upper echelon theory" , study on the performance of the top management team has attracted wide attention of scholars at home and abroad. The basic concept of the top management team characteristics are that Characteristics of top management team is an important factor affecting organizational performance, team members of different cognitive basis, values, insight and these traits process will affect the competitiveness of the organization. In the present study, mainly concentrating in the top management team composition, the interior of the team individual member' statistical characteristics and the relationship of organizational strategy, this research have contribution to the relationship between TMT tribute analysis and organizational performance, organizational competence, but its limitations is that features and association studies on TMT have too much attention, neglecting the decisive factor.

Patrick Lencioni put forward five kinds of dysfunction team: lack of trust, fear of conflict, lack of inputs, evading responsibility, ignoring the results [2]. Team dysfunction problems come from the member's worry about being a target for other people. TMT reorganization is more frequent day by day,therefore the trust culture among team members, better and faster to build trust relationship, which is of great theoretical and practical effect on the operation performance of the top management team.

2. Review

The main source of Chinese and foreign academic on top management team is come from " upper echelon theory "which proposed by HambriAk and Mason in 1984 . Since then, the relationship between TMT and organizational innovation, organizational strategy, organizational strategy, organizational performance has been extensive and development, most of which are statistical features and change, strategy, strategic change, management personnel turnover rate and tissue performance [3]. At present, there are some scholars begin to focus on the study of communication, conflict and social cohesion which is process variables, at the same time the regard trust as an intermediary variable of top management team operational process, has gradually become an important research direction of TMT. Is still relatively vague, lack of deep mining, especially from the perspective of cultural research on TMT trust formation.

Based on lots of literature, the current research on top management team team trust aspects summarized as the following aspects: Study on the factors of top management team trust, namely the individual factors: kindness, integrity, ability (Mayer, 2001) [4] and trusted, trust and mutual dynamic characteristics of each other [5] (Yufang Ji,Dahai Dong, 2004); team factors: risk sharing (Das, Deng, 1998); moderate decentralization, strategy sharing (Gilbert, 1998); team composition, team cooperation, team cooperation and team identity (Xu Zhiqiang, Xi Youmin, Xiao Hong Wen, 2006) [6]; formation mechanism of the TMT trust, the static aspects: focus on the social cognitive view (Lewis, 1985), social exchange view (Lewicki, 1995) and economic exchange views, dynamic aspects: in the " path - morphology - behavior" model analysis (Zhang Changzheng, Li Huaizu, 2006), evolution analysis of [7] trust form of dynamic (Liu Huimin, Wang Kan Lian, Tian Jun, 2007) . Research on TMT trust mechanism, the trust to the performance contribution (Willams, 2003, Olson, 2007),

trust positive mapping of conflict (Amason, 1996), trust on knowledge sharing degree enhancement (Uzzi, 1997; Hansen, 1999). Based on the above contents, Ge Yuhui build the basic theoretical framework about TMT trust research [8], as shown in the figure 1. Although the theoretical research framework have a good understanding and analysising for TMT , is still relatively vague, lack of deep mining, especially from the perspective of cultural research on TMT trust formation.

3. Model Construction of Trust Culture Generation of Top Mnagement Team

Poland scholar Peter Stompka thinks that the trust culture is a system of rules, including the standard (NORM) and value (value), which regulates trust and

achieve, return the trust and mutual trust to give, in short, it is a system of rules about trust. At the same time, trust culture is a product of history, it is originated from the members of the society share across a positive experience for quite a long period, the result of the collective. " If the trust gambling dominant sustained results are positive, and in various fields of social life, the general rules of trust may appear. " [9] This article attempts from the interdisciplinary perspective, the sociological research application of trust culture generated on the top management team, constructing a model of the top management team trust culture generation mechanism, the independent variables and mainly generated from the high trust culture (background) and intermediary variables (action) analysis.
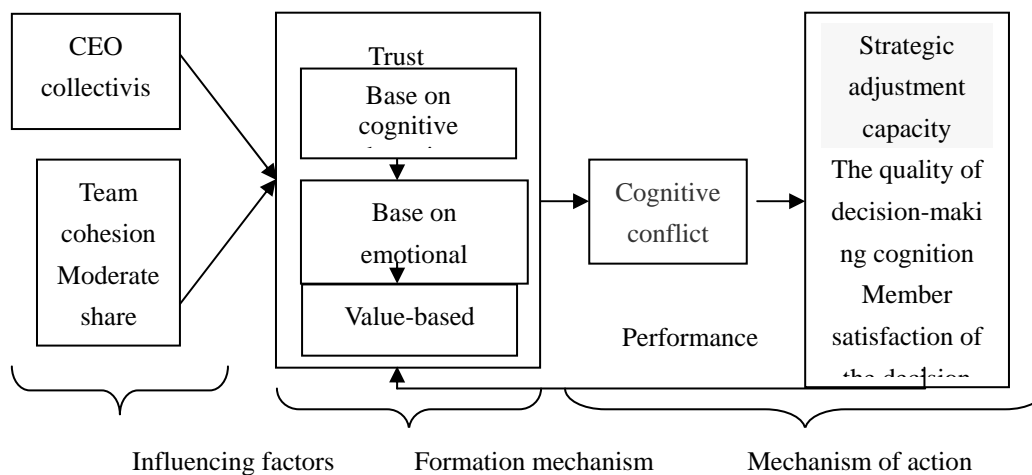

Figure 1 at home and abroad on the basic theoretical framework of the TMT

3.1. The independent variables of top management team trust culture

3.1.1 Conformance in norm. In social life, law, ethics, customs and norms provide a reliable framework for social life, they can effectively introduced compulsory guarantee on their constraints, and in the enterprise, realizing the enterprise standard consistency on TMT, the members of TMT can work without doubt, more orderly, more predictable, Existing script which is fixed in enterprises suggests that TMT member what should do and will do, this norm improves the possibility of TMT members realize trust commitment.

3.1.2 The stability of the system. Giddens believed that traditional provides stable support in basic trust , if the enterprise system is gradually, regular, predictable, by slow rhythm and consistent direction, the enterprise system network can provide a point of reference for safety, support and comfort, TMT follow the repetitive behaviors, practices make it possible to predict their behavior, trust more likely to be give.

3.1.3 Transparency. In an enterprise environment, if their structure, purpose and reason, operation principle, ability and effectiveness are highly visible -- publicly reported, easy to check, easy to understand, is the top management team members are easy delivery of trust, even if the enterprise crisis, the rapid collapse also did

not make the top management team disintegrate, if the operating principles are difficult to understand and perceive, once appear, gossip, idle language and plot, TMT members will be difficult to trust.

3.1.4 Attribute environment. If the enterprise can provide a strong sense of belonging to the enterprise environment for the TMT team: full authorization, resource support, work identity Top management team members are more easily form a community, to eliminate the threat and distrust, it effectively creates trust atmosphere, in this kind of atmosphere, top management team members believe that trust is expected to be realized, and others will return to mutual trust.

3.1.5 Security mechanism. When the top management team has cheated, ensure that a strict liability standard or special responsibility mechanism of enterprises, make cheating can be corrected or be punished, uphold the rules of procedure. The top management team members have special mechanisms to rely on to prevent or remedy trust deception hurts.

3.2 the intermediary variable generation of top management team trust culture

Enterprise organization specification of the consistency, stability, transparency, a sense of belonging

and security of these five independent variables provide a favorable opportunity to make trust, promote the formation of trust culture. But the research of trust culture production has to consider the intermediary variable of it: team mood and resource support. The details are as follows:

3.2.1 Team mood. Top management team is composed of individual; individual's optimistic character will largely affect the whole team emotion. Members of the TMT impulse ambition, achievement orientation, trust decides the team's ability to trust, therefore, to promote the formation of TMT trust culture, must pay attention to team's emotional bias, have to take measures to stimulate positive team emotion.

3.2.2 Resource support. Giddens (Giddens) think that if the resources available to more people, people more confident, will have more open, optimistic, compassionate attitude, and this attitude can be converted into others more trust. In addition, people with assets as a guarantee of trust, it reduces the vulnerability of betrayal of trust. Therefore, in the TMT, the team members can be fully empowered, appropriate work degree of freedom, a mature social network, the relative diversity of social roles and adequate education and training in the organization, the more resources available, the more likely they are to the top management team and members of the trust, promote the generation trust culture.

4. Conclusion

TMT is mainly responsible for enterprise's strategic decision-making, determining development and performance of enterprise, and trust is the most basic factor to make TMT success. How to build a culture of trust in TMT, to harmony, cooperation, coordinated action, become a focus of study in TMT. In order to generate trust in TMT, must consider the enterprise standard consistency, system stability, transparency, environmental sense of belonging, mechanisms of these five independent variables and team emotion (including trust impulse, positive attitude, optimism, achievement and resource support (to) mainly includes the full authorization, social network, multiple roles, education and training) of these two intermediate variables, only a .

good grasp of these two aspects, in order to better enable trust culture can be generated in TMT, improve the centripetal force and the competitiveness of enterprises.

Based on the previous theoretical study, combine with the research of sociology, the innovation from the TMT trust culture generation, and puts forward the research model generation TMT trust culture. However, due to various subjective and objective factors, system and the effectiveness of comprehensive evaluation in TMT trust culture formation mechanism has certain difficulty, It need further development.

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