

虛擬團隊信任關係形成之研究--- 以明基手機研發團隊為例

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摘 要

在以往的社會裡，人們大多仰賴面對面溝通建立人際關係與信任。然而，這樣的關係建構卻已有所改變。包含電腦、網路等各種資訊傳播科技 (Information & communication technologies, ICTs) 的發展，大幅改變人們各方面的生活型態。其中，ICTs 賦予組織成員高度跨時空即時互動、處理資料的能力，因而能進行遠距的合作，從而改變傳統組織結構與工作方式，產生像虛擬團隊這樣主要以 ICTs 而非面對面溝通為媒介，共同完成某項專案的臨時性團隊。

由於傳統的信任觀點無法完全適用於虛擬團隊，過去相關研究又甚少以真實案例為對象；同時，國內企業應用 ICTs 的環境已臻成熟卻缺乏相關討論。因此，本研究採用「個案探討」的研究取徑，試圖經由深度訪談的方式，探究影響信任關係形成之要素，並描繪出虛擬團隊信任關係的實際樣貌。研究發現，虛擬團隊的信任關係可分做初始信任與後續信任兩個階段。而初始信任階段是與傳統信任關係形成最不同之處。在初始階段裡，範疇與第三者的保證是信任關係形成的基礎，文化、科技接受度、制度與信任傾向則會影響其形成，而性別差異不會；在後續階段裡，能力與態度是影響信任關係的兩大要素，專案負責人的協調能力可左右虛擬團隊的成敗；且成員在溝通時媒介的選擇運用，也會對信任關係的發展產生影響。針對這些現象，本研究除了提出一些實務上的建議，也指出信任關係的建構仍應著重於「人」本身。

The formation of trust in virtual teams: A case study

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ABSTRACT

In the past, people build up the interpersonal relationship and trust with others in face to face. However, with the coming of the information communication technologies (ICTs), members in organization have the ability to co-work with those whom across the time, space and organization boundaries. Then, an all new organization and work style called virtual teams may make the project virtually done.

For the reasons that traditional views of trust aren't suitable for virtual teams, and there're seldom research studying it in real case. The research tries to explore both the trust itself and its influential factors for future suggestion to the practice of organizations. The conclusion shows that there are two stages of virtual team trusting relationship: initial and gradual trust. In the first one, category and guarantee of the third party are the base of it, propensity of trust, acceptability of technology, norms and cultural diversity may influence the formation of it. In the second one, professional ability and attitudes play a great role on it. The negotiation ability of project manager decides the success of virtual teams. Besides, the ability to use ICTs also has effects on the formation of it. Therefore, the author indicates that people are still the main core of the formation of trust in virtual teams.