

Interorganizational Relational Behavior in Communication Industry

何境峰、賴其勛

E-mail: 9125885@mail.dyu.edu.tw

ABSTRACT

In changing competitive environment, more and more organizations feel the importance of building solid cooperative relationships with partners, because both parties can benefit from that. This article is aimed at how relational behavior types between manufacturer and supplier influence antecedent and consequence (relation quality). In the research method, the author takes the closed structural questionnaire as the survey tool, and received 111 effective samples totally (response rate = 13.17%). The analysis methods include cluster analysis, discriminant analysis, and multivariate analysis of variance analysis. The results and findings can be summarized as follows: 1. The company scale above 1000 staffs, availability of alternatives and complexity of supply have influence of relational behavior types. Furthermore relational behavior types have significant bearing on relational quality. 2. The company scale below 1000 staffs, relational behavior types have no significant bearing on antecedent market, purchase situations and relational quality. This research results could serve as a vehicle for a successful manufacturer--supplier relationships development. Finally, according to the framework and empirical findings, the author provides some meanings and suggestions in the theories, practices and future directions.

Keywords : relational behavior ; relation quality ; discriminant validity ; communication industry

Table of Contents

目錄 封面內頁 簽名頁 授權書.....	iii	中文摘要.....	iv	英文摘要.....	
v 誌謝.....		vii 目錄.....	x	圖目錄.....	xii
表目錄.....					
.....xiii		第一章 緒論 第一節 研究背景與動機.....	1	第二節 研究目的.....	
.....		3		第二章 文獻探討 第一節 基礎理論探討.....	4
.....		18		第二節 關係行為.....	11
.....		18		第三節 市場與情境因素.....	21
.....		28		第四節 關係品質.....	21
.....		28		第五節 產業概況.....	
.....		31		第三章 研究方法 第一節 研究架構.....	29
.....		31		第二節 研究推論.....	
.....		31		第三節 研究設計.....	36
.....		41		第四節 研究變數操作性定義與衡量.....	37
.....		41		第五節 信度與效度檢定.....	41
.....		47		第四章 研究結果與分析 第一節 樣本基本資料分析.....	45
.....		47		第二節 關係行為分析.....	47
.....		56		第三節 市場與情境因素分析.....	53
.....		56		第四節 關係品質分析.....	56
.....		65		第五章 結論與建議 第一節 結論.....	59
.....		65		第二節 理論與管理涵義.....	65
.....		65		第三節 研究限制.....	67
.....		70		第四節 未來研究建議.....	68
.....		70		參考文獻.....	68
.....		70		附錄一 研究問卷.....	84

REFERENCES

- 一、中文文獻 1.方世榮,「行銷通路運作模式之研究 網路的觀點」,輔仁管理評論,第8卷,第一期,民國90年3月。2.吳思華,「策略九說 策略思考的本質」,麥田出版,初版,pp.197-217,民國87年。3.邱皓政,「量化研究與統計分析」,五南出版,2002年。4.陳東升,「組織間關係的理論探討」,社會科學論叢,第41卷,民國82年11月。5.翁宗志,「廠商間長期合作模式之研究 台灣資訊電子代工廠商之實證」,銘傳大學國際企業管理研究所碩士論文,民國89年。6.張國雄,「國際合資信任與關係承諾之影響因素與效果」,東海管理評論,第2卷,第一期,民國89年11月。7.莊正民、朱文儀、黃延聰,「制度環境、任務環境、組織型態與協調機制 越南台商的實證研究」,管理評論,第20卷,第三期,民國90年7月。8.熊欣華,「組織間合作的信心管理」,國立政治大學企業管理研究所博士論文,民國90年。9.賴其勛(2000),行政院國科會委託專題計劃,新科技對企業關係之影響?管理學、社會學與法學跨學門資料庫建立。二、英文文獻 1.Aldrich, H. E. (1979), "Organizations and Environments," Prentice-2.Hall, Englewood Cliffs, NJ. 3.Andaleeb, S. S. (1996), "An Experimental Investigation of Satisfaction and Commitment in Marketing Channels: The Role of Trust and Dependence," Journal of Retailing, Vol.72, 77-93. 4.Anderson, J. C. and D.W. Gerbing (1988), "Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach," Psychological Bulletin, Vol.103, 411-423. 5.Anderson, J. C. and J. A. Narus (1990), "A Model of Distributor Firm and Manufacturer Firm Working Relationships," Journal of Marketing, 54 (January), 42-58. 6.Anderson, Erin., and Weitz, Barton (1989), "Determinants of Continuity in Conventional Industrial Channel Dyads," Marketing Science, Providence, Fall. 7.Anderson, E., and B. Weitz (1992), "The Use of Pledges to Build and Sustain Commitment in Distribution Channels," Journal of Marketing Research, 25, 18-34. 8.Arne

Nygaard and Robert Dahistrom(2000), "A Model of Organizational Antecedents To Franchise Revenues," *Journal of Marketing Channels*, Vol.7, No.4, 109-126. 9.Ashwin, W. Joshi, and Rodney, L. Stump, (1999), "Determinants of commitment and opportunism: Integrating and extending insights from transaction cost analysis and relational exchange theory," *Revue Canadienne des Sciences de l'Administration*, Montreal, (December). 10.Aulakh, P. S., M. Kotabe, and A. Sahay (1996), "Trust and Performance in Cross-Border Marketing Partnerships: A Behavioral Approach," *Journal of International Business Studies*, Special Issue, 1005-1032. 11.Axelrod, Robert (1986), "An Evolutionary Approach to Norms," *American Political Science Review*, 80, (4), 1095-1111. 12.Bagozzi, Richard. P. (1974), "Marketing as an Organized Behavioral System of Exchange," *Journal of Marketing*; New York; Oct. 13.Balakrishnan, Srinivasan. and Wernerfelt, Birger (1986), "Technical Change, Competition and Vertical Integration," *Strategic Management Journal*, Chichester, Jul/Aug, Vol.7, Iss.4, 347-359. 14.Baranson, J. (1990), "Transnational Strategic Alliances: Why, What, Where and How," *Multinational Business*, Vol.2, 54-61. 15.Beale, H. and T. Dugdale (1975), "Contract Between Businessmen: Planning and the Use of Contractual Remedies," *British Journal of Law and Society*, 2 (1), 45-60. 16.Beamish, Paul W. and Banks, John C. (1987), "Equity Joint Ventures and the Theory of the Multinational E," *Journal of International Business Studies*, London, Summer. 17.Becker, H. S. (1960), "Notes on the Concept of Commitment," *American Journal of Sociology*, 66 (3), 32-40. 18.Beier, F. J., and Stern, L.W., (1969), "Power in Distribution Channels, in *Distribution Channels: Behavioral Dimensions*," Louis W. Stern, ED. Boston: Houghton Mifflin Co., 92-116. 19.Bensaou, M. (1999), "Portfolios of buyer-supplier relationships," *Sloan Management Review*, Cambridge, Summer, Vol.40, Iss.4, 35-44. 20.Bensaou, M. and N. Venkatraman (1995), "Configurations of Interorganizational Relationships: A Comparison between U.S. and Japanese Auto Makers," *Management Science*, Vol.41, No.9, 1471-1492. 21.Berger, P. L., and L. Luckmann (1967), *The Social Construction of Reality*, New York: Bantam Doubleday Dell Publishing Group. 22.Bradach, J. L. and R. G. Eccles (1989), "Price, Authority, and Trust: From Ideal Types to Plural Forms," *Annual Review of Sociology*, 15, 97-188. 23.Cannon, Joseph Patrick (1992), "A Taxonomy of Buyer-Seller Relationships in Business Market," Unpublished Doctoral Dissertation, The University of North Carolina at Chapel Hill. 24.Cannon, J. P. and W. D. Perreault Jr. (1999), "Buyer-Seller Relationships in Business Markets," *Journal of Marketing Research*, 36(November), 439-460. 25.Cannon, J. P., Ravi S. Achrol and Gregory T. Gundlach (2000), "Contracts, Norms, and Plural Form Governance," *Journal of Academy of Marketing Science*, Vol.28, 180-194. 26.Celly, K. S. and Frazier, G. L. (1996), "Outcome-Based and Behavior-Based Coordination Efforts in Channel Relationships," *Journal of Marketing Research*, Vol.33, (May), 200-210. 27.Clopton, S. W. (1984), "Seller and Buying Firm Factors Affecting Industrial Buyers' Negotiation Behavior and Outcomes," *Journal of Marketing Research*, 21 (February), 39-53. 28.Coase, R. H. (1937), "The Nature of the Firm," *Economics*, 4, 385-405. 29.Crosby, L. A., Evans K. R., and Cowles D. (1990), "Relationships Quality in Service Selling: An Interpersonal Influence Perspective," *Journal of Marketing*, Vol.54, (July), 68-81. 30.Delvin, G. and Bleakly, M., (1988), "Strategic Alliance-Guideline for Success," *Long Range Planning*, 21(5), 18-23. 31.Dertzosous, Michael L., Richard K. Lester and Robert M. Solow (1989), *Made in America: Regaining the Productive Edge*, Cambridge, MA: The MIT Press. 32.Dwyer, F. R. and Oh, S. (1987), "Output Sector Munificence Effects on the Internal Political Economy of Marketing Channel," *Journal of Marketing Research*, 24, (November), 347-358. 33.Dwyer, F. R., P. H. Schurr, and S. Oh (1987), "Developing Buyer-Seller Relationships," *Journal of Marketing*, 51 (April), 11-27. 34.Dyer, J. H. (1997), "Effective Interfirm Collaboration: How Firms Minimize Transaction Costs and Maximize Transaction Value," *Strategic Management Journal*, 18, 535-556. 35.Emerson, R. A. (1962), "Power-Dependence Relations," *American Sociological Review*, 27, 31-41. 36.Emshwiller, J. R. (1991), "Suppliers Struggle to Improve Quality as Big Firms Slash Their Vendor Rolls," *The Wall Street Journal*, (August 16), B1, B2. 37.Ferrell O. C. and Steven J. Skinner (1988), "Ethical Behavior and Bureaucratic Structure in Marketing Research Organizations," *Journal of Marketing Research*, Vol.22, November, 397-414. 38.Frazier. G. L. (1983), "On the Measurement of Interfirm Power in Channels of Distribution," *Journal of Research*, 20, 158-166. 39.Frazier, G. L., R. E. Spekman, and C. R. O'Neal (1988), "Just-in Time Exchange Relationships in Industrial Markets," *Journal of Marketing*, 52, 52-67. 40.Frazier, G.L. and J. O. Summers (1984), "Interfirm Influence Strategies and Their Application within Distribution Channels," *Journal of Marketing*, 48(Summer), 43-55. 41.Ganesan, S. (1994), "Determinants of Long-Term Orientation in Buyer-Seller Relationships," *Journal of Marketing*, 58 (April), 1-19. 42.Granovetter M., (1992) "Problems of Explanation in Economic Sociology," *Networks and Organizations: Structure, Form and Action*, Boston: Harvard Business School Press, 25-56. 43.Grossman, S. J. and O. D. Hart (1986), "The Costs and Benefits of Ownership: A Theory of Vertical and Lateral Integration," *Journal of Political Economy*, 94 (4), 691-719. 44.Gundlach, G. T., Achrol, R. S., and Mentzer, J. T. (1995), "The Structure of Commitment in Exchange," *Journal of Marketing*, Vol.59, (January), 78-92. 45.Hakansson, H., ed. (1982), *International Marketing and Purchasing of Industrial Goods*. Chichester: John Wiley & Sons. 46.Hakansson Hakan and Ivan Snehota (1995), "Interfirm Adaptation In Business Relationships," *Journal of Marketing*, Vol.55, 29-37. 47.Hallen, V., J. Johanson and S. M. Nazeem (1991), "Interfirm Adaptation in Business Relationships," *Journal of Marketing*, 55, 29-37. 48.Han Sang-Lin, Wilson, D. T. and Dant, S. P. (1993), "Buyer-Supplier Relationships Today," *Industrial Marketing Management*, 22, 331-338. 49.Heide, J. B. (1994), "Interorganizational Governance in Marketing Channels," *Journal of Marketing*, 58 (January), 71-85. 50.Heide, J. B., and G. John (1992), "Do Norms Matter in Marketing Relationships?" *Journal of Marketing*, 56, 32-44. 51.Homans G. C. (1958), "Social Behavior as Exchange" *The American journal of Sociology*, 597-606. 52.Jackson, B. B. (1985), "Build Customer Relationship That Last," *Harvard Business Review*, Nov/Dec. 120-128. 53.Jap Sandy D. (2000), "Control Mechanisms and the Relationship Life Cycle: Implications for Safeguarding Specific Investments and Developing Commitment," *Journal of Marketing Research*, Chicago, May, Vol.37, Iss.2, 227-245. 54.Jap, Sandy D. and Shankar Ganesan (2000), "Control Mechanisms and the Relationship Life Cycle: Implications for Safeguarding Specific Investments and Developing Commitment," *Journal of Marketing Research*, 37, May, 227-245. 55.John, G. (1984), "An Empirical Investigation of Some Antecedents of Opportunism in a Marketing Channel," *Journal of*

Marketing Research, 21, 278-89. 56. Johnson, J. L. (1999) "Strategic Integration in Industrial Distribution Channel: Managing the Interfirm Relationship as a Strategic Asset," *Academy of Marketing Science*, Vol.27, No.1, 4-18. 57. Kelman, H. C. (1958), "Compliance, Identification, and Internalization: Three Processes of Attitude Change," *Journal of Conflict Resolution*, 2 (1), 51-60. 58. Kelley, H. H. and J. W. Thibaut (1978), *Interpersonal Relations: A theory of Interdependence*. New York: John Wiley & Sons. 59. Kim Keysuk and Frazier Gary L. (1997), "Measurement of Distributor Commitment in Industrial Channels of Distribution," *Journal of Business Research*, New York, Oct. 60. Kogut, Bruce (1988), "Theoretical and Empirical Perspectives," *Strategic Management Journal*, Vol. 9, 319-332. 61. Kumar, M., Nirmalya, L. K., and Steenkamp, E. M. (1995), "The Effects of Perceived Interdependence on Dealer Attitudes," *Journal of Marketing Research*, August, 348-356. 62. Kumar, N., L. K. Scheer and J-B. E. M. Steenkamp (1995), "The Effect of Supplier Fairness on Vulnerable Resellers," *Journal of Marketing Research*, 32, 54-65. 63. Lagace, R. R., Dahlstorm, R., and Gassenheimer, J. B. (1991), "The Relevance of Ethical Salesperson Behavior on Relationships Quality: The Pharmaceutical Industry," *Journal of Personal Selling and Sales Management*, Vol.4, (Fall), 39-47. 64. Larson, A. (1992), "Network Dyads in Entrepreneurial Settings: A study of the Governance of Exchange Relationships," *Administrative Science Quarterly*, 37, 76-104. 65. Levitt, T. (1986), *The Marketing Imagination*, New York: The Press. 66. Leuthesser Lance (1997), "Industrial Marketing Management," New York, May, Vol. 26, Iss.3, 245-254. 67. Lusch, R. F. and J. R. Brown (1996), "Interdependency, Contracting, and Relational Behavior in Marketing Channels," *Journal of Marketing*, 60 (October), 19-38. 68. Macaulay, S. (1963), "Non-Contractual Relations in Business: A Preliminary Study," *American Sociological Review*, 28 (February), 55-67. 69. Macneil, L. R. (1980), *The New Social Contract*, New Haven: Yale University Press. 70. MacNeil, D. H. (1981), "The Relationship of Occupational Stress to Burnout," IL: London House Management Press. 71. Magnet, M. (1994), "The New Golden Rule of Business," *Fortune*, (February 21), 60-64. 72. March, James G., (1988), *Decisions and Organizations*, Cambridge, MA: Blackwell. 73. March, J. G. and Simon, H. A. (1958), "Organizations," New York: Wiley. 74. Mayer, C. Roger. Davis H. James and f. David Schoorman (1995), "An Integrative Model of Organizational Trust," *Academy of Management Review*, Vol.20, 709-734. 75. Miles Raymond E. and Charels C. Snow and Jeffrey Pfeffer (1974), "Organization-Environments: Concept And Issues," *Industrial Relations*, Vol.13, October, 244-264. 76. Mohr and Nevin (1990), "Communication Strategies in Marketing Channels: A Theoretical Perspective," *Journal of Marketing*, Vol.54, Iss.4, 36-51. 77. Mohr, J. and Spekman, R., (1994), "Characteristic of Partnership Success: Partnership Attributes, Communication Behavior and Conflict Resolution Techniques," *Strategic Management Journal*, Vol.15, No.2, 135-152. 78. Moorman, Christine; Zaltman, Gerald; Deshpande, Rohit (1992), "Relationships Between Providers and Users of Market Research," *Journal Of Marketing Research*, Vol.29, Iss.3, 314-328. 79. Moorman, C., Rohit D. and Gerald, Z. (1993) "Factors Affecting Trust in Market Research Relationships," *Journal of Marketing Research*, 29, August, 314-329. 80. Morgan, R.M., and Hunt, S.D. (1994), "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing*, 58,20-38. 81. Munch, R. (1993), "Sociological Theory: From the 1850s to the Present," Chicago: Nelson-Hall Publishers. 82. Nooteboom Bart and Hans Berger and Niels G. Noorderhaven (1997), "Effects of Trust and Governance on Relational Risk," *Academy of Management Journal*, Mississippi State, Apr. 83. Ouchi, William G. (1980), "Markets, Bureaucracies and Clans," *Administrative Science Quarterly*, Vol.25, 129-141. 84. Pfeffer, J. and Salancik, Gerald, R. (1978), "The External Control of Organization: A Resource Dependence Perspective," NY: Harper and Row. 85. Povan, K. G., J. M. Beyer and C. Kruytbosch (1980), "Environmental Linkages and Power in Resource-Depedence Relations between Organizations," *Administrative Science Quarterly*, Vol.25, 200-224. 86. Ring, P.S., and A. H. Van De Ven (1992), "Structuring Cooperative Relationships between Organizations," *Strategic Management Journal*, 13, 483-498. 87. Sabel, C. F. (1993), "Studies Trust: Building New Forms of Cooperation in a Volatile Economy," *Human Relations*, 46, 1132-1170. 88. Scanzoni, J. (1979), "Social Exchange and Behavioral Interdependence," In R. L. Burgess and Huston T. L. (Eds.), *Social Exchange in Developing Relationships*, New York, NY: Academic Press. 89. Simon, Herbert A. (1967), "Administrative Behavior: A Study of Decision-Making Processes in Organization," New York: The free Press. 90. Skinner B. F. (1938), "The Behavior of Organisms: An Experiential Analysis," New York: Appleton-Century-Crofts. 91. Smith Bock (1998), "Buyer-Seller Relationships: Bonds, Relationship Management, and Sex-Type," *Canadian Journal of Administrative Sciences*, 15, 76-92. 92. Standifird, Stephen S. and Marshall, R. Scott, (2000), "The Transaction Cost Advantage of Guanxi-Based Business Practices," *Journal of World Business*, Vol.35, 21-43. 93. Stern, L. W. and T. Reve (1980), "Distribution Channels as Political Economies: A Framework for Comparative Analysis," *Journal of Marketing*, 44 (Summer), 52-64. 94. Thibaut, J. W. and H. H. Kelley (1959), *The Social Psychology of Groups*, New York: John Wiley and Sons. 95. Thorelli, H. B. (1986), "Between Markets and Hierarchies," *Strategic Management Journal*, 7, 35-51. 96. Ulrich, David and Jay B. Barney. (1984), "Perspectives in Organizations: Resource Dependence, Efficiency, and Population," *Academy of Management Review*, 9(3), 471-481. 97. Uzzi Brian (1997), "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness," *Administrative Science Quarterly*, Ithaca, Mar. 98. Webster, Jr. F. E. (1992), "The Changing Role in Marketing in the Corporation," *Journal of Marketing*, 56, 1-17. 99. Williamson, Oliver. E. (1975), "Markets and Hierarchies: Analysis and Anti-trust Implication," New York: The Free Press. 100. Williamson, O. E. (1979), "Transaction Cost Economics: The Governance of Contractual Relationships," *Journal of Law and Economics*, Vol.22, 233-262. 101. Williamson, O. E. (1985), "The Economic Institutions of Capitalism: Firm, Market, Relationship Contracting," New York: The Free Press. 102. Wilson, David T. (1995), "An Integrated Model of Buyer-Seller Relationships," *Journal of the Academy of Marketing Science*, Vol.23, (Fall), 335-345. 103. Wortzel (1979), "Multivariate Analysis," New Jersey: Prentice Hall. 104. Zahra, S. A. (1996), "Technology Strategy and Financial Performance: Examining the Moderating Role of the Firm 's Competitive Environment," *Journal of Business Venture*, Vol.11, 189-219. 備註:誌謝 本篇論文得以完成，最要感謝指導教授賴其勳博士在繁忙之際以及迎接二胎新生命誕生的同時，仍然悉心指導，給予我很多的方向與建議；口試委員方世榮博士、涂一卿博士、張景旭博士，提供了諸多寶貴的意見，加上高立箴老師在統計操作上的指導，使得本篇論文更臻完善，在此致上最高的謝忱。 本篇論

文得以完成，最要感謝指導教授賴其勳博士在繁忙之際以及迎接第二胎新生命誕生的同時，仍然悉心指導，給予我很多的方向與建議；口試委員方世榮博士、涂一卿博士、張景旭博士，提供了諸多寶貴的意見，加上高立箴老師在統計操作上的指導，使得本篇論文更臻完善，在此致上最高的謝忱。已畢業的學長們，尤其是蔡董家族，成員包括蔡董、睿俐、春隆、教官、豬頭麟、鴻偉與建峯，當我為了論文快要乾枯的時候，適時地給予「台灣最青（台啤）」的滋潤，使我在嘔吐完之際更加地枯萎，而養分卻都送給附近的花花草草，難怪這兩年來愈來愈茂盛了。在校時與學弟阿戴、阿嘉、育群、益璋、漢揚、慶源、育賢與炎煌共同以球會友，打遍管院各所無敵手，為工關所爭了一口氣；另外以慶源為首的象迷們，一同奔波台中棒球場為兄弟隊加油，並場場釋放蜂炮，最後並參與到兄弟象91年上半年球季封王的「封王賽」，黃色彩帶齊飛，這種感覺真是棒丫！系辦的林姐與惠琪學姐，謝謝妳們在行政與器材上的協助，使我在課業上能更加順利；而我也常常有事沒事在系辦與你們打屁、哈拉，排解論文的壓力與苦悶，雖然你們常常跟我說「要延畢啦！」，但是在此可能要說聲抱歉，無法如你們所願，我終於畢業了說，哈哈！！系辦的林姐與惠琪學姐，謝謝妳們在行政與器材上的協助，使我在課業上能更加順利；而我也常常有事沒事在系辦與你們打屁、哈拉，排解論文的壓力與苦悶，雖然你們常常跟我說「要延畢啦！」，但是在此可能要說聲抱歉，無法如你們所願，我終於畢業了說，哈哈！！在員林的生活，要感謝采馥老闆在便當上每次都多給我豐富的菜色，且也便宜我10元，這對於我們求學在外的學子，實在是倍感窩心！另外，謝謝家教學生柏諺每星期陪我打籃球，以及當初全省缺米酒的時候，從家裡的酒廠提供2大桶給予救急。最後要感謝爸爸媽媽與弟弟的支持，在問卷發放上的大力相助，因為有你們的鼓勵，我才能無後顧之憂地在學習之路上勇往直前。因此，謹以此篇論文獻給我最摯愛的家人，藉以表達我的感恩之意，並分享這份喜悅。 2002年7月于大葉