

# The Relationships among Guanxi, Dyadic Influence Strategies, and Relational Norms in Taiwan Motorcycle Industry

曾益璋、賴其勛；高立箴

E-mail: 9223142@mail.dyu.edu.tw

## ABSTRACT

ABSTRACT Guanxi has become one of vital factors that influence enterprise's effects. For suppliers, it is important to obtain more direct and efficient promotion, and their cooperative partners. If suppliers can obtain the promotion via relationship, and then suppliers' effects can increase; on the contrary, if distributors and suppliers can maintain good relationship, and also obtain suppliers' information and reward. Different influence strategies will have different influence for suppliers and distributors. To reach good communication and establish competitiveness, they need to take advantage of influence strategies. Cooperation and control schemes in the promotion will be good at members in the long-term development, thus, Through the use of different influence strategies, enhance good condition each other. The objective of our research is distributors in motorcycle industry, discuss the relationship of influence strategies among partners in promotion. Thus, the purposes of our research are as follows: (1) Discuss the application of influence strategies of different Guanxi for motorcycle industry. (2) Discuss suppliers in motorcycle industry use different influence strategies, how are distributors' feedback? (3) Discuss the influence of partners' regulations in using of difference influence strategies for motorcycle industry. The results are as follows: 1. Suppliers can use non-coercive and relationships influence strategies when expressive ties exist in between suppliers' salespersons and distributors' purchasing staff. 2. Supplier can use non-coercive or requests influence strategies when instrumental ties exist in between suppliers' salespersons and distributors' purchasing staff. 3. When the suppliers apply coercive influence strategies, distributors will feedback by using the same strategies. 4. When the suppliers apply promises influence strategies, it will increase the relationship regulations each other. 5. When the suppliers apply promises influence strategies and distributors also feed back by using same strategies, it will increase the relationship regulations each other. Key Words: Guanxi, Influence Strategies, Relational Norms

Keywords : Guanxi ; Influence Strategies ; Relational Norms

## Table of Contents

目錄 封面內頁 簽名頁 授權書	iii 中文摘要	
v 英文摘要	vii 誌謝	
ix 目錄	x 圖目錄	
xii 表目錄	xiii 第一章 緒論	
1 第一節 研究背景	1 第二節 研究動機	
4 第三節 研究目的	5 第四節 研究流程	
6 第二章 文獻探討	9 第一節 網絡關係	
9 第二節 影響策略	17 第三節 關係規範	24 第三章 研
研究方法	30 第一節 研究模型	30 第二節 研究
假設	34 第三節 研究變數	39 第四節 研究對象與問卷回收
42 第五節 資料分析方法	43 第六節 問卷信度與效度	
45 第四章 資料分析與結果	52 第一節 廠商基本資料分析	
52 第二節 敘述性統計分析	53 第三節 研究模型之評估	
60 第五章 結果與建議	70 第一節 研究結果	
70 第二節 管理意涵	75 第三節 研究限制	
77 第四節 未來研究方向	78 參考文獻	
: 問卷	80 附錄一	
87		

## REFERENCES

參考文獻一、中文部分 1.文永樑，「由製造商觀點探討買賣雙方合作屬性、相互依賴程度與合作績效」，逢甲大學碩士論文，2000年。 2.林高偉，「供應商與經銷商聯合行動影響因素之研究--以汽車業為例」，大葉大學事業經營研究所碩士論文，2000 年。 3.金耀基

(1992), 關係和網絡的建構, 中國社會與文化, 牛津出版公司, 香港。 4.高承恕(1991), 《台灣中小企業之社會制度分析 第二年》, 台北:行政院國家科學委員會之研究計劃報告。 5.高承恕(1994), 《台灣中小企業的社會生活基礎》, 《第一屆中小企業發展學術研討會論文集》, 經濟部中小企業處。 6.杜詠順, 「廠商間影響策略與依存度、通路衝突及經銷商滿意度相互關係之研究」, 大同大學碩士論文, 1993年。 7.邱新球, 「企業相依性、影響策略、衝突與績效關係之研究」, 銘傳大學碩士論文, 2000年。 8.吳明隆, SPSS統計應用實務, 松崗電腦圖書資料有限公司, 2000年。 9.楊育書, 「外銷通路衝突管理之探討」, 國立中央大學碩士論文, 2002年。

10.黃光國, 人情與面子:中國人的權力遊戲, 巨流圖書公司, 1988年。 11.許麗娟, 「台灣行銷通路之管理 - 以機車業為例」, 大葉大學碩士論文, 1996年。 12.周雅燕, 「影響行銷通路網絡運作因素之探討」, 雲林科技大學碩士論文, 1996年。 13.胡育華, 「行銷通路權力、通路氣氛與團結合作之研究 - 台灣PDA產業實証」, 高雄第一科技大學碩士論文, 2000年。 14.陳介玄, 協力網絡與生活結構, 聯經出版事業公司, 1994年。 15.陳榮宗, 「影響策略、滿意度與績效關係之研究」, 大葉大學碩士論文, 2001年。 16.程永明, 「中國大陸市場進入模式權變模型建構之研究」, 國立成功大學博士論文, 2002年。 荣泰生著, 企業研究方法, 五南出版社, 1997年, 初版。

17.張力, 「關係網絡的建立構面與經理人對關係網絡認知之研究」, 淡江大學碩士論文, 2000年。 18.費孝通(1948), 鄉土中國。觀察社, 上海。 19.賴其勛(2002), 「通路結構、影響策略與通路滿意度之研究」, 管理學報第十九卷, 第二期, pp.327-353。 20.賴其勛、劉水深(2002), 「通路關係中影響策略的衡量與效果之研究」, 國科會九十年度管理二學門專題研究計畫成果發表會論文集, 桃園:國立中央大學。 21.蔡坤志, 「通路內領導、衝突、滿意感及績效間結構關係之探討」, 中興大學碩士論文, 1993年。 22.魏緒誠, 「市場導向與關係網絡之聯結」, 東海大學碩士論文, 2002年。 23.劉育青, 「影響策略、關係規範與績效關係之研究」, 大葉大學碩士論文, 2001年。

二、英文部分

1.Anderson, J.C. and Gerbing, D.W. ( 1988 ), " Structural Equation Modeling in Practice:A Review and Recommended Two-Step Approach ", Psychological Bulletin , Vol.103 ( 3 ), pp.411-423 . 2.Amblor T., Styles C. and Xiucun W.(1999), " The Effect of Channel Relationships and Guanxi on the Performance of Inter-Province Export Ventures in the People ' s Republic of China " , International Journal of Research in Marketing, Vol.16 ( 1 ), pp.75-87. 3.Boyle, Dwyer, Robicheaux, and Simpson (1992), " Influence Strategies in Marketing Channels : Measures and Use in Different Relationship Structures " , Journal of Marketing Research, Vol. XXIX (Nov.), pp.73-462.

4.Brown and Frazier, G.L.(1978), " The Application of Channel Power : Its Effects and Connotations " , in AnA Summer Educator ' s Conference Proceedings.Chicago : American Marketing Association, pp.266-270. 5.Coughlan, A.T., E. Anderson, L.W., Stern, and A.I., El-Ansary (2001), Marketing Channels, 6th ed., N. J.:Prentice Hall 6.Dong-Jin Lee, Jae H. and Y.H.Wong (2001), " A model of close business relationships in China(Guanxi) " , European Journal of Marketing, Vol. 35 (Num.), pp.51-69. 7.Davies H, Leung, TK, Luk S, Wong Y. (1995), " The Benefits of Guanxi : The Value of Relationships in Developing The Chinese Market " , Industrial Marketing Management " , Vol. 24, pp.207-214. 8.Frazier and Summers (1984), " Interfirm Influence Strategies and Their Application within Distribution Channels " , Journal of Marketing, Vol. 48 (Summer), pp.43-55. 9.Gaski, J.F., and Nevin, J.R. ( 1985 ), " The Differential Effects of Exercised and Unexercised Power Sources in a Marketing Channel " , Journal of Marketing Research , Vol.22, pp.130-142. 10.Geyskens, Steenkamp, and Kumar (1999), " A Meta-Analysis of Satisfaction in Marketing Channel Relationships " , Journal of Marketing Research, Vol. XXXVI (May), pp.223-238. 11.Hunt, S.D. and Nevin, J.R. ( 1974 ) , " Power in a Channel of Distribution:Sources and Consequences " , Journal of Marketing Research ,Vol.11 ( May ) , pp.186-193.

12.Hakansson,H. and I. Sneehota ,1989.No Bussiness is an Island:The Network Concept of Bussiness Strategy.Scandiawian Journal of Management, Vol.4(3):187-200. 13.Jarillo, J.C. and Mart inez, J. I. ( 1990 ) , " Different roles for subsidiaries : The case of multinational corporations in Spain " , Strategic Management Journal, Vol. 11 14.Kale (1989), " Dealer Dependence and Influence Strategies in a Manufacturer-Dealer Dyad " , Journal of Applied Psychology, Vol. 74 (No.3), pp.379-384. 15.Keith, Jackson, and Crosby (1990), " Effects of Alternative Types of Influence Strategies Under Different Channel Dependence Structures " , Journal of Marketing, Vol. 54 (July), pp.30-41.

16.Kale (1986), " Dealer Perceptions of Manufacturer Power and Influence Strategies in a Developing Country " , Journal of Marketing Research, Vol. XXIII (Nov.), pp.93-387. 17.Katherine R. and Jone L. (1996), " Guanxi : Connections As Substitutes for Formal Institutional Support " , Acadcmy of Management Journal, Vol. 39 (No.6), pp1643-1658. 18.Kilter.P. (2000). Marketing Management, 10th ed Prentice Hall, P.13.

19.Keysuk Kim ( 2000 ) . On interfirm power , channel climate , and solidarity in industrial distributor-supplier dyads . Academy of Marketing Science .Journal ; Greenvale ; Summer 2000 20.Keysuk, K. ( 2000 ), " On interfirm power, channel climate, and solidarity in industrial distributor-supplier dyads " , Academy of Marketing Science. Journal , Vol.I28 ( 3 ), pp.388-405 . 21.Lush, R.F. ( 1976 ) , " Sources of Power:Their Impact on Intra-Channel Conflict " ,Journal of Marketing Research ,Vol.13 ( August ) ; pp.382-90. 22.Leung,T.K.P, Tam, J.L.M. and Wong Y.H (1995), " Adaptation and the relationship building in the people ' s Republic of China(PRC) " , Journal of International Consumer Marketing, Vol. 8 , pp.7. 23.Luo Y, Chen M. (1996), " Managerial Implications of Guanxi-Bsed Business Strategies " , Journal of International Management, Vol. 2, pp.193-316. 24.Macneil, L.R.(1981), "Economic Analysis of Contractual Relations: Its Shortfalls and the Need for a `Rich Classificatory Apparatus,'" Northwestern University Law Review, 75 (February), 10 18-63. 25.Mohr, J.J., Fisher, R.J. and Nevin, J.R. ( 1996 ) , " Collaborative Communication in Interfirm Relationships:Moderating Effects of Integration and Control " , Journal of Marketing , Vol.60 ( July ) , pp.103-115 . 26.Prem Shamdasani ; Hean Tat Keh ; Kenny Ter-Sin Chan , " The efficacy of power and influence strategies in a conventional channel : a Singapore perspective " , The Journal of Business & Industrial Marketing ; Santa Barbara . 27.Seung Ho Park and Yadong Luo (2001), " Guanxi and Organizational Dynamics : Organizational Networking in Chinese Firms " , Strategic Management Journal, Vol. 22, pp.455-477. 28.Tsang WK. (1998), "Can Guanxi be a Source of Sustained Competitive Advantage for Doing Business in China ? " , Academy of Management Executive, 12 pp.64-73. 29.Wortzel, Lawrence H, and Roberts, Mary Luo (1979), "New Life-Style Determinants of Woman's Food Shopping Behavior",Journal of marketing,43 ( Summer ) ,pp.28-9. 30.Wong, Y. H., & Chan, R. Y. (1999), " Relationship marketing in China:

Guanxi, favouritism and adaptation", Journal of Business Ethics, 22:pp. 107-118. 31.Xin, K. R., & Pearce, J. L., " Guanxi: Connections as substitutes for formal institutional support ", Academy of Management Journal, 39, 1996, pp. 1641-1658. 32.Yavas, U. (2000), " Interfirm Influence Strategies in Channels of Distribution", Journal of International Marketing Research , Vol.25 ( 1 ) , pp.3-12. 33.Yeung, I. Y., & Tung, R. L. (1996), " Achieving business success in Confucian societies: The importance of guanxi(connections) ", Organization Dynamics, 25(2): pp.54-65.