

The Manufacturer Influence Strategies on Retailer Performance : The Moderating Effects of Control and Relational Norms

吳宜惠、賴其勛 ; 汪睿祥

E-mail: 9315874@mail.dyu.edu.tw

ABSTRACT

The object of this research was focused on the manufacturers of electronic industry. From the point of the manufacturers' view, the relation between the performance of the retailers and the influence strategies the upper stream manufacturers utilized under the moderating effects of control degree and relational norms was explored. The following lists the consequences observed in this investigation. A. The moderating effects of control degree As the degree of the manufacturers' control over their retailers was high, the coercive strategies showed positive effects on the retailers' compliance and customer satisfaction; non-coercive strategies showed positive effects on the retailers' contribution to growth, retailers' competence, adaptation and customer satisfaction; and relational strategies showed positive effects on the retailers' competence while the strategies of requests showed no prominent effects. That meant the manufacturers utilized the coercive, non-coercive or relational strategies could help to raise the performance of the retailers as the degree of the manufacturers' control over their retailers was high. Besides, the higher the control degree, the higher the performance raised. As the degree of the manufacturers' control over their retailers was low, the strategies of compromises showed negative effects on the retailers' contribution to growth which meant the manufacturers utilized the strategies of compromises could help to raise the retailers' contribution to growth as the degree of manufacturer' control over their retailers was low. Besides, the lower the control degree, the higher the performance raised. B. The moderating effects of relational norms As the degree of the manufacturers' relational norms with their retailers was high, the coercive and non-coercive strategies, the strategies of requests and comprises and relational strategies all showed no prominent effects, which meant any influence strategies utilized by the manufacturers could not help to raise the performance of the retailers as the degree of the manufactures' relational norms with their retailers was high.

Keywords : influence strategies ; control ; relational norms ; performance ; moderating effects

Table of Contents

目錄	第一章 緒論	1	第一節 研究背景與動機	1	第二節 研究目的	3	第三節 研究步驟	3		
	第二章 文獻探討	5	第一節 影響策略	5	第二節 控制	11	第三節 關係規範	13		
	第四節 合作績效	16	第三章 研究設計	20	第一節 研究架構	20	第二節 研究假設	21		
	第三節 研究變數定義與衡量	28	第四節 問卷設計	34	第五節 研究對象與抽樣設計	35	第六節 資料分析方法	36		
	第七節 信度與效度分析	37	第四章 資料分析與結果	42	第一節 敘述統計分析	42	第二節 控制程度與關係規範對影響策略 與合作績效的干擾效果	46		
	第五章 結論與管理意涵	76	第一節 結論	76	第二節 管理意涵	80	第三節 研究限制	81		
	第四節 未來研究建議	82	參考文獻	83	附錄一	91	圖目錄	圖3-1-1 研究架構	20	
	表目錄	表3-3-1 衡量影響策略的題項	30	表3-3-2 衡量控制的題項	31	表3-3-3 衡量關係規範的題項	32	表3-3-4 衡量經銷商的合作績效題項	33	
	表3-7-1 各構面內部一致性係數	37	表3-7-2 影響策略模式之配適度評估	40	表3-7-3 合作績效模式之配適度評估	40	表3-7-4 控制與關係規範模式之配適度	41	表4-1-1 製造商成立的年數分布情形	42
	表4-1-2 製造商的平均年營業額分布情形	43	表4-1-3 經銷商銷售產品佔全部銷售額 的比例分布情形	43	表4-1-4 製造商規模分布情形(以員工數)	43	表4-1-5 製造商與主要經銷商合作的 年數分布情形	44	表4-1-6 填答者的職稱	44
	表4-1-7 各構面之敘述統計	45	表4-2-1 控制程度-經銷商的銷售績效	49	表4-2-2 控制程度-經銷商的財務績效	51	表4-2-3 控制程度-經銷商創造成長 的績效	53	表4-2-4 控制程度-經銷商的能力	55
	表4-2-5 控制程度-經銷商服從通路 政策、程序、契約條件	57	表4-2-6 控制程度-經銷商適應市場變化	59	表4-2-7 控制程度-經銷商的支援績效	61	表4-2-8 關係規範-經銷商的銷售績效	65	表4-2-9 關係規範-經銷商的財務績效	67
	表4-2-10 關係規範-經銷商創造成長 的績效	69	表4-2-11 關係策略-經銷商的能力	71	表4-2-12 關係規範-經銷商服從通路 政策、程序、契約條件	73	表4-2-13 關係規範-經銷商適應市場變化	75	表4-2-14 關係規範-經銷商的支援績效	77
	表5-1-1 研究假設實證之彙整表	78								

REFERENCES

1.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19卷,第6期,頁1131-1152。2.賴其勛(2003),「影響策略因果關係之研究以自行車業為例」,國立雲林科技大學補助研究計畫。3.賴其勛、邴傑民、林高偉(2001),「供應商與經銷商聯合行動影響因素之研究以汽車業為例」,新世紀、新思維國際學術研討會管理組論文集,台北:銘傳大學,頁253-266。4.賴其勛、胡同來、楊靜芳、戴淑玲(2002),「相互依賴、契約形式與關係行為之研究食品業廠商觀點之實證」,台北科技大學學報,第35之2期,頁161-174。5.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:中央大學。6.賴其勛、劉水深、陳榮宗(2002),「影響策略、滿意度及績效關係之研究以汽車業為例」, e 世紀的挑戰國際學術研討會管理組論文集,台北:銘傳大學,頁243-259。7.賴其勛、劉水深、鄭淑璇(2002),「影響策略、經濟滿意度與社會滿意度關係之研究」,第一屆服務業行銷暨管理學術研討會論文集,嘉義:嘉義大學。8.賴其勛、鄭淑璇(2000),「相互依賴、影響策略與通路滿意度關係架構之建立」,第二屆工業關係管理本質與趨勢學術研討會論文集,彰化:大葉大學,頁221-236。9.賴其勛、蔡宏文(2001),「建築師網路關係與價值之探討」,商管科技季刊,第2卷,第1期,頁89-108。10.胡同來(1997),「行銷通路特性、溝通流程與績效之研究-資訊業個人電腦行銷通路實證」,台灣大學商學研究所,博士論文。11.林振祖(1997),「行銷通路合作關係對績效與滿意度影響之研究-以台灣地區電子資訊業、製藥業、及消費性商品業為例」,中央大學企業管理研究所,碩士論文。12.邱新球(2000),「企業相依性、影響策略、衝突與績效關係之研究」,銘傳大學國際企業管理研究所,碩士論文。13.李蕙如(2000),「以代理理論與通路配合度探討製造商與通路的關係」,台灣大學商學研究所,碩士論文。14.黃怡菁(2002),「關係認知、關係屬性及關係涉入程度與合作績效之關聯」,逢甲大學企業管理研究所,碩士論文。15.廖宏盛(2002),「行銷與製造部門間互動對組織間之影響」,靜宜大學企業管理研究所,碩士論文。16.Ambler, T., C. Styles and X. Wang, 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*, 16(1): 75-87. 17.Anderson, J. C. and J. Narus (1990), "A Model of Distributor Firm and Manufacturer Firm Working Partnerships," *Journal of Marketing*, 54 (January), 42-58. 18.Anderson, E., and B. Weitz (1992), "The Use of Pledges to Build and Sustain Commitment in Distribution Channels," *Journal of Marketing Research*, 29 (February), 18-34. 19.Boyle, B. A. and F. R. Dwyer (1995), "Power, Bureaucracy, Influence, and Performance: Their Relationships in Industrial Distribution Channels," *Journal of Business Research*, 32, 189-200. 20.Boyle, B. A., F. R. Dwyer, R. A. Robichaux, and J. T. Simpson (1992), "Influence Strategy in Marketing Channels: Measures and Use in Different Relationship Structures," *Journal of Marketing Research*, 29 (November), 462-73. 21.Brown, J. R., R. F. Lusch, and L. P. Smith (1991), "Conflict and Satisfaction in an Industrial Channel of Distribution," *International Journal of Physical Distribution and Logistics Management*, 21(6), 15-25. 22.Busch, P. (1980), "The Sales Manager's Bases of Social Power and Influence Upon the Sales Force," *Journal of Marketing*, 44 (Summer), 91-104. 23.Dwyer, F. R. (1980), "Channel-Member Satisfaction: Laboratory Insights," *Journal of Retailing*, 56 (2), 45-65. 24.El-Ansary, A. and L. Stern (1972), "Power Measurement in the Distribution Channel," *Journal of Marketing Research*, 9 (February), 47-52. 25.Frazier, G. L. (1983a), "Interorganizational Exchange Behavior in Marketing Channels: A Broadened Perspective," *Journal of Marketing*, 47 (Fall), 68-78. 26.Frazier, G. L. (1983b), "On the Measurement of Interfirm Power in Distribution Channels," *Journal of Marketing Research*, 20 (May), 158-66. 27.Frazier, G. L., J. D. Gill, and S. H. Kale (1989), "Dealer Dependence Levels And Reciprocal Actions In A Channel Of Distribution In A Developing Country," *Journal Of Marketing*, 53 (January) .50-69. 28.Frazier, G. L. and R. C. Rody (1991), "The Use of Influence Strategies in Interfirm Relationships in Industrial Product Channels," *Journal of Marketing*, 55 (January), 52-69. 29.Frazier, G. L. and J. O. Summers (1984), "Interfirm Influence Strategies and Their Application within Distribution Channels," *Journal of Marketing*, 48 (Summer), 43-55. 30.Frazier, G. L. and J. O. Summers (1986), "Perceptions of Interfirm Power and Its Use Within a Franchise Channel of Distribution," *Journal of Marketing Research*, 23 (May), 169-76. 31.French, J. R. P. And B. Raven (1959), "The Bases Of Social Power," in *Studies in Social Power*, Dorwin Cartwright, ed. Ann Arbor, MI: University of Michigan Press, 150-67. 32.Gaski, J. F. (1984), "The Theory of Power and Conflict in Channels of Distribution", *Journal of Marketing*, 48(3), 9-21. 33.Gaski, J. F. and John R. Nevin (1985), "The Differential Effects of Exercised and Unexercised Power Sources in a Marketing Channel," *Journal of Marketing Research*, 22 (May), 130-42. 34.Geyskens, I. and J-B E. M. Steenkamp (2000), "Economic and Social Satisfaction: Measurement and Relevance to Marketing Channel Relationships," *Journal of Retailing*, 76 (1), 11-32. 35.Geyskens, I., J-B E. M. Steenkamp, and N. Kumar (1999), "A Meta-Analysis of Satisfaction in Marketing Channel Relationships," *Journal of Marketing Research*, 36 (May), 223-38. 36.Haugland, S. and T. Reve (1992), "Relational Contracting and Distribution Channel Cohesion," *Journal of Marketing Channels*, 2 (30), 27-60. 37.Heide, Jan B. and John, George (1992), "Do Norms Matter in Marketing Relationships?" *Journal of Marketing Research*, Vol.56 (April), pp.32-43. 38.Hunt, S. D. and J. R. Nevin (1974), "Power in a Channel of Distribution: Sources and Consequences," *Journal of Marketing Research*, 11 (May), 186-93. 39.Kale, S. H. (1986), "Dealer Perceptions of Manufacturer Power and Influence Strategies in a Developing Country," *Journal of Marketing Research*, 23 (November), 387-93. 40.Kasulis, J. J. and R. E. Spekman (1980), "A Framework for the Use of Power," *European Journal of Marketing*, 14 (4), 180-91. 41.Keith, J.E., Jackson, D.W. and Crosby, L.A. (1990), "Effects of Alternative Types of Influence Strategies Under Different Channel Dependence Structures", *Journal of Marketing*, Vol.54 (July), pp.30-41. 42.Keysuk, K. (2000), "On interfirm power, channel climate, and solidarity in industrial distributor-supplier dyads", *Academy of Marketing Science. Journal*, Vol.128 (3), pp.388-405. 43.Kumar, N. (1996), "The Power of Trust in Manufacturer-Retailer Relationships," *Harvard Business Review*, 74 (November/December), 92-106. 44.Kumar, N., L. K. Scheer, and J-B E. M. Steenkamp (1995), "The Effects of Perceived Supplier Fairness on Vulnerable Resellers," *Journal of Marketing Research*, 32(February), 54-65. 45.Kumar, N., L. W. Stern and R. S. Achrol (1992), "Assessing Reseller Performance from the Perspective of the Supplier," *Journal of Marketing Research*, 29 (May), 238-53. 46.Lai, C. S., S. S. Liu, H. W. Lin, and H. W. Tsai (2002), "The Governance Mechanisms of Opportunism: Integrating from Transaction Cost Analysis and Relational Exchange

Theory, " The Proceedings of New Paradigms of Management Academic Conference, Taipei: National Taiwan University of Science and Technology. 47.Louis W. Stern and Adel I. El-Ansary (1992), :Marketing Channel-Assessing Marketing Channel Performance " , 4rd Edition, Chapter 11, p.495. 48.Lusch, R. F. (1977), "Franchisee Satisfaction: Causes and Consequences," International Journal of Physical Distribution, 7 (3), 128-40. 49.Mohr, J. J. and J. R. Nevin (1990), "Communication Strategies in Marketing Channels: A Theoretical Perspective," Journal of Marketing, 54 (October), 36-51. 50.Mohr, J. J., R. J. Fisher, and J. R. Nevin (1996), "Collaborative Communication in Interfirm Relationships: Moderating Effects of Integration and Control," Journal of Marketing, 60 (July), 103-15. 51.Nevin, J. R. (1995), " Relationship Marketing and Distribution Channels: Exploring Fundamental Issues, " Journal of the Academy of Marketing Science, 23 (Fall), 337-34. 52.Robicheaux, R. A. and J. Coleman (1994), "The Structure of Marketing Relationships," Journal of the Academy of Marketing Science, 22 (Winter), 38-51. 53.Ruekert, R. W. and G. A. Churchill (1984), "Reliability and Validity of Alternative Measures of Channel Member Satisfaction," Journal of Marketing Research, 21 (May), 226-33. 54.Scheer, L. K. and L. W. Stern (1992), "The Effect of Influence Type and Performance Outcomes on Attitude Toward the Influencer." Journal of Marketing Research, 29 (February), 128-42. 55.Schul, P. L., T. E. Little, and W. M. Pride (1985), "Channel Climate: Its Impact on Channel Members' Satisfaction," Journal of Retailing, 61 (Summer), 9-38. 56.Skinner, S. and J. Guiltinan (1985), " Perceptions of Channel Control, " Journal of Retailing, 61 (Winter), 65-88. 57.Venkatesh, R., A. K. Kohli, and G. Zaltman (1995), "Influence Strategies in Buying Centers," Journal of Marketing, 59 (October), 71-82. 58.Wilkinson, I. F. (1979), "Power and Satisfaction in Channels of Distribution," Journal of Retailing, 55 (Summer), 79-94. 59.Williamson, O. E. (1975), Markets and Hierarchies: Analysis and Anti-Trust Implications, New York, NY: The Free Press. 60.Williamson, O. E. (1985), The Economic Institutions of Capitalism, New York, NY: The Free Press. 61.Yavas, U. (2000) , " Interfirm Influence Strategies in Channels of Distribution " , Journal of International Marketing Research , Vol.25 (1) , pp.3-12