

# Impact of Trust, Communication, Organizational Distance on Partnership Performance-A Case Study of Chain Store...

周信宏、曾清枝

E-mail: 9607672@mail.dyu.edu.tw

## ABSTRACT

It is very important that whether the franchisees feel satisfy about their partner relationship with franchisor or not. That feeling will affect the operation of the chain of franchise. This research will try to find the how the three factors: trust, communication and organization distance that affect the partnership. This research used the SEM to test the model and was conducted by the questionnaire survey method. This survey is targeted at the franchise in food and beverage franchise system in Taiwan. The main content of the questionnaire survey included trust, communication, organization distance, partner relationship and basic background. SPSS 10.0 and LISREL 8.30 were used to process and analyze the gathered data. This research adapts structure equation to analyze data model, and also uses questionnaire to analyze in reality, sample mainly in Taiwan franchise industry; questionnaire includes the credibility from franchisees to franchisers, communication extent, organization distance, partnership operation satisfactions and basic sample data, food industry category. Predict the relationship among those item mention above from this questionnaire. The major findings are that trust, communication would affect the partnership but the model can't be explained perfectly. Those dates can be the index to the franchiser and they can improve the management system by reading those dates. Then the franchise system will be more successful.

Keywords : organization distance ; communication ; trust ; partnership performance ; food and beverage franchise system

## Table of Contents

內容目錄 中文摘要 . . . . .	iii 英文摘要 . . . . .
iv 誌謝辭 . . . . .	v 內容目錄 . . . . .
vii 表目錄 . . . . .	ix 圖目錄 . . . . .
x 第一章 緒論 . . . . .	1 第一節 研究背景 . . . . .
1 第二節 研究動機 . . . . .	3 第三節 研究目的 . . . . .
3 第四節 研究流程 . . . . .	4 第二章 文獻探討 . . . . .
5 第一節 連鎖加盟業 . . . . .	5 第二節 策略聯盟 . . . . .
9 第三節 夥伴關係 . . . . .	11 第四節 組織距離 . . . . .
12 第五節 信任 . . . . .	12 第六節 溝通 . . . . .
15 第七節 夥伴關係績效 . . . . .	16 第三章 研究方法 . . . . .
20 第一節 研究架構 . . . . .	20 第二節 . . . . .
研究假設 . . . . .	21 第三節 研究變數之定義與衡量 . . . . .
研究設計 . . . . .	23 第四節 . . . . .
結果分析與討論 . . . . .	25 第五節 資料分析方法 . . . . .
第二節 信度與效度分析 . . . . .	26 第四章 . . . . .
35 第五章 討論與結論 . . . . .	30 第一節 受訪者基本資料分析 . . . . .
44 第二節 研究限制 . . . . .	34 第三節 研究假設之驗證 . . . . .
47 參考文獻 . . . . .	44 第一節 研究結論 . . . . .
59 . . . . .	46 第三節 研究建議 . . . . .
	48 附錄 研究問卷 . . . . .

## REFERENCES

- 一、中文部份 Nichols, R. G., Stevens, L. A., Jay, A., Prince, G. M., Bartolome, F., Argyris, C., McCaskey, M. B., Larkin, T. J., Larkin, S., Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois III. L. J. (2001), 有效溝通(傅靜譯), 台北:天下遠見出版。丁學勤，陳正男，吳萬益(2004)，總部特質、溝通、投機行為、資產專屬性對加盟關係的影響，行銷評論，1(2)，1-30。丁馥萱(2001)，電子市集夥伴關係影響因素之探討，國立中山大學未出版之碩士論文。朱佳惠(2000)，連鎖業經營型態組合最適化模式之研究，私立中原大學企業管理學系研究所未出版碩士論文。吳玠儒(2001)，台灣加盟連鎖體系介紹，台北:聯經出版。吳青松(1990)，國際策略聯盟與經營績效之評估-美國電腦製造業實

例，產業科技研究發展研討會(pp.1-22)，台北：中國生產力中心。李孟熹(1998)，連鎖店管理-實務操演手冊，台北：科技出版。李蘭甫(1997)，國際企業論，台北：三民書局。周文賢，郭柏晴(1994)，連鎖體系規劃與管理，台北：華泰書局。林文寶(2001)，環境不確定性、企業文化差異、策略聯盟類型與策略聯盟績效關係之研究，商管科技季刊，2(2)，157-179。方世榮，張嘉雯，黃識銘(2003)，夥伴關係長期導向之前置因素的探討 - 中小企業特質的干擾作用，台灣管理學刊，3(1)。林清山(1984)，線性結構關係(LISREL)電腦程式的理論與應用，中華民國測驗學會測驗年刊，31，149-164。林娟娟(1990)，影響連鎖經營型態之因素-我國零售業之實證研究，國立中興大學企業管理研究所未出版之碩士論文。洪雅齡(2006)，臺灣連鎖店年鑑，台北：臺灣連鎖暨加盟協會。高瑞瑤(2000)，連鎖加盟體系創業導向與經營績效關係之研究，私立東吳大學企業管理系未出版之碩士論文。張家笙(1996)，影響零售商店選擇經營型態之探討，私立東海大學管理研究所未出版之碩士論文。曹為忠(2003, Sep.)，信任的決定因素及其對聯盟績效與未來合作意願之影響-中小企業策略聯盟之實證分析，企業管理學報，58，105-132。陳順宇(1998)，多變量分析，台北：華泰書局。陳建南(2003)，電子商務、夥伴關係、供應鏈管理與競爭優勢關係之研究-以台灣高科技產業為例，私立長榮大學經營管理研究所未出版之碩士論文。陳律睿(2003)，中小企業聯盟關係與聯盟績效影響因素之研究，私立銘傳大學國際企業管理系未出版之碩士論文，17-25。黃瑋如(2004)，連鎖加盟業之關係連結、信任與承諾之關係-以關係階段為干擾效果，國立成功大學企業管理系未出版之碩士論文，11-15。楊明璧，黃銘章，莊建峰(2003, June)，夥伴關係緊密程度與夥伴關係績效之相關性分析-以台灣電子產業為例，企業管理學報，65，61-100。經濟部商業司(2000)，連鎖店經營管理實務，台北：著者發行。葉桂珍，林啟煌(2005)，產業供應鏈跨組織夥伴化績效與夥伴團隊協調模式之探討，管理學報，22(6)，761-781。詹雪蘭，李文瑞(2004)，溝通對策略聯盟績效與夥伴間長期合作意願影響之研究，企業管理學報，60，61-84。熊欣華，于卓民，司徒達賢(2004)，策略聯盟夥伴之合作信心建立-台灣資訊電子業之實證分析，管理學報，21(4)，477-497。蔡坤宏，謝昇祐(2005)，「信任-關係承諾」理論之實證研究-以海運承攬運送業為例，行銷評論，2(3)，277-312。蘇淑華(2002)，連鎖加盟之緣起與未來發展趨勢之分析研究，私立大葉大學事業經營研究所未出版之碩士論文，14-20。二、英文部分 Achrol, R. S., & Etzel, M. J. (1992). Enhancing the effectiveness of the franchise systems: franchisee goals and franchisor service. *Fountainbleau: Babson Research Conference*. IN-SEAD, France. Anderson, J. C., & Narus, J. A. (1990, Jan.). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54(1), 42-58. Aulakh, P. S., Kotabe, M., & Sahay, A. (1996). Trust and performance in cross-border marketing partnerships: A behavioral approach. *Journal of International Business*, Special Issue, 1005-1032. Bentler, P. M. (1995). EQS Structural equations program manual. Encino, CA: Multivariate Software. Black, C., Akintoye, A., & Fitzgerald, E. (2000). An analysis of success factors and benefits of partnering in construction. *International Journal of Project Management*, 18, 423-434. Borys, B., & Jemison, D. B. (1989). Hybrid arrangements as strategic alliances: theoretical issues in organizational combinations. *Academy of Management Review*, 14(2), 234-249. Bracker, J. S., & Pearson, J. N. (1986). The impact of franchising on the financial performance of small firms. *Journal of Academy of Marketing Science*, 14(2), 10-17. Bucklin, L. P., & Sengupta, S. (1993, Apr.). Organizing successful co-marketing alliances. *Journal of Marketing*, 57(2), 32-46. Butler, J. K. (1991). Toward understanding and measuring conditions of trust: Evolution of a condition of trust inventory. *Journal of Management*, 17(23), 643-663. Caloghirou, Y., Hondroyannis, G., & Vonortas, N. S. (2003). The performance of research partnerships. *Mangerial and decision economics*, 24, 85-99. Carman, J. M., & Kenneth, P. (1973). VHL phillis and duncanis marketing: Principles and methods. (7th ed.). Richard D. Irwin Inc. Carmines, E., & McIver, J. (1981). Analyzing models with unobserved variables: Analysis of covariance structures. In G. Bohrnstedt and E. Borgatta (Eds.), *Social Measurement: Current Issues*: 61-73. CA: Sage, Beverly Hills. Cowan, C., Gray, C. F., & Larson, E. W. (1992, December). Project partnering. *Journal of Project Management*, 23(4), 5-11. Cullen, B. J., Johnson, J. L., & Sakano, T. (2000). Success through commitment and trust: The soft side of strategic alliance management. *Journal of World Business*, 35, 223-240. Dandridge, T. C., & Falbe, C. M. (1994). The influence of franchisees beyond their local domain. *International Small Business Journal*, 12(2), 39-49. Dertouzos, M. L., Lester, R. K., & Solow, R. M. (1989). Made in America: Regaining the productive edge. Cambridge, MA: The MIT Press. Doll, W. J., Xia, W., & Torkzadeh, G. (1994). A confirmatory factor analysis of the end-user computing satisfaction instrument. *MIS Quarterly*, 18(4), 453-462. Doney, M. P., & Cannon, J. P. (1997). An examination of the nature of trust in buyer-seller relationships. *Journal of Marketing*, 61(2), 35-51. Dooley, R. S., & Fryxell, G. E. (1999). Attaining decision quality and commitment from dissent: The moderating effects of loyalty and competence in strategic decision-making teams. *Academy of Management Journal*, 42, 389-402. El-Ansary, A. I., & Stern, L. W. (1972). Power Measurement in the distribution channel. *Journal of Marketing Research*, 9(1), 47-52. Geringer, J. M., & Hebert, A. (1991). Measuring performance of international joint ventures. *Journal of International Business Studies*, 22(2), 249-263. Harrigan, K. R. (1988a). Joint venture and competitive strategy. *Strategic Management Journal*, 9, 141-158. Harrigan, K. R. (1988b). Strategic alliances and partner asymmetrie. *Management International Review(Germany)*, 28, 53-72. Hu, L., Bentler, P. M., & Yutaka, K. (1992). Can test statistics in covariance structure analysis be trusted. *Psychological Bulletin*, 112(2), 351-362. Joreskog, K. G., & Sorborn, D. (1989). *LISREL 7 : A guide to the program and applications*. Chicago: SPSS. Justis, R. A., & Judd, R. (1989). *Franchising*. Cincinnati, OH: southwest Publishing Co. Kumar, N., Scheer, L. K., & Steenkamp, J. E. M. (1995a). The effects of perceived interdependence on dealer attitudes. *Journal of Marketing Research*, 32(3), 348-357. Kumar, N., Scheer, L. K., & Steenkamp, J. E. M. (1995b). The effects of supplier fairness on vulnerable resellers. *Journal of Marketing Research*, 32(1), 54-66. Larson, A., & Starr, J. A. (1993). A network model of organization formation. *Entrepreneurship Theory and Practice*, 17(2), 5-15. Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995, July). An integrative model of organizational trust. *The Academy of Management Review*, 20, 709-734. McAllister, J. D. (1995). Affect and cognition-based trust foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1), 24-59. Mohr, J., & Speckman, R. (1994). Characteristic of partnership success : Partnership attributes, communication behavior, and conflict resolution techniques. *Strategic Management Journal*, 15, 135-152. Moorman, C., Deshpande, R., & Zaltman, G. (1992, August). Relationships between providers and users of market research: The

dynamics of trust within and between organizations. *Journal of Marketing Research*, 29, 314-328. Moorman, C., Deshpande, R., & Zaltman, G. (1993, January). Factors affecting trust in market research relationship. *Journal of Marketing*, 57(1), 81-101. Morgan, R. H., & Hunt, S. D. (1994, July). The commitment- trust theory of relation ship marketing. *Journal of Marketing*, 58(3), 20-38. Naoum, S. (2003). An overview into the concept of partnering. *International Journal of Project Management*, 21, 71-76. Neter, J., Kutner, M. H., Nachtsheim, C. J., & Wasserman, W. (1996). Applied linear statistical models. (3rd ed.). Chicago: Irwin. Nunnally, J. C. (1978). Psychometric theory. (2nd ed.). New York: McGraw-Hill Book Company. Parkhe, A. (1993). Straegic alliance structuring : A game theoretic and transaction cost examination of inter-firm cooperation. *Academy of Management Journal*, 36(4), 794-829. Porter, M. E., & Fuller, M. B. (1986). Coalitions and global strategy. Boston: Harvard Bussiness School Press. Ring, P. S., & Van de Ven, A. H. (1992, February) Structuring cooperative relationships between organizations. *Strategic Management Journal*, 13, 483-498. Rubin, P. H. (1978). The theory of the firm and the structure of the franchise contract. *Journal of Law and Economic*, 21, 223-234. Saunders, M. (1994). In: Strategic purchasing and supply chain management. London: Pitman, 215-239. Schewe, C. D. (1983). Marketing: Concept and application. (2nd.). New work: Mcgrew Hill. Shama, N., & Patterson, P. G. (1999). The impact of communication effectiveness and service quality on relationship commitment in consumer, professional services. *The Journal of Service Marketing*, 13(2), 151-170. Sharma, V. M. (2001, Summer). Industrial and organizational sales force roles: A relationship-based perspective. *Journal of Marketing Theory and Practice*, 9(3), 44-60. Sirdeshmukh, D., Singh, J., & Sabol, B. (2002, January). Consumer trust, value, and loyalty in relational exchanges. *Journal of Marketing*, 66, 15-37. Sitkin, S. B., & Roth, N. L. (1993, August). Explaining the limited effectiveness of legalistic " Remedies " for trust/distrust. *Organization Science*, 4, 367-392. Smith, J. B., & Barclay, D. W. (1997, Jan). The effect of organizational differences and trust on the effectiveness of selling partner relationships. *Journal of Marketing*, 61, 3-21. Tan, H. H., & Tan, C. S. F. (2000). Toward the differentiation of trust in supervisor and trust in organization. *Genetic, Social, and General Psychology Monographs*, 126(2), 241-260. Thomas, C. W. (1996). Maintaining and restoring public trust in government agencies and their employees. *Administration and Society*, 30(2), 166-193. Vokurka, R. J. (1998). Supplier Partnership: A Case Study. *Production and Inventory Management Journal*, 1, 30-36. Yoshino, M. Y., & Rangan, U. S. (1996). Strategic alliances: An entrepreneurial approach to globalization. Harvard Business School Press, Massachusetts.