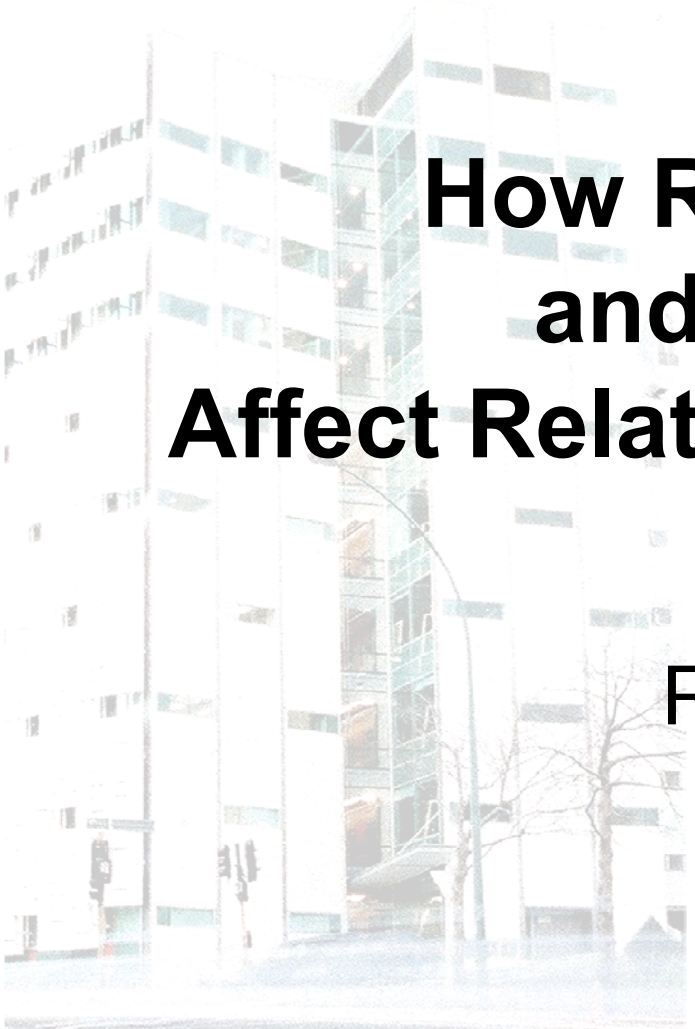

How Resource Inputs and Atmosphere Affect Relationship Performance

Roger Baxter

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Presentation structure

- Introduction: background and aims
- Model conceptualisation
- Testing the model:
  - method; measurement development; analysis
- Discussion and recommendations

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Introduction

- Sellers short term aims:
  - Get money from buyers through exchange
- Sellers longer term aims:
  - Get money from buyers, BUT ALSO
  - Get intangible informational resources from buyers
  - Hence increasing emphasis on intangible informational resources

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Introduction

- Resource exchange:
  - IMP and other schools
  - Relationship resource inputs and outputs
  - “You’ve got to spend a buck to make a buck”
- To get access to buyer’s resources:
  - Seller’s resource input required
  - Good relationship required

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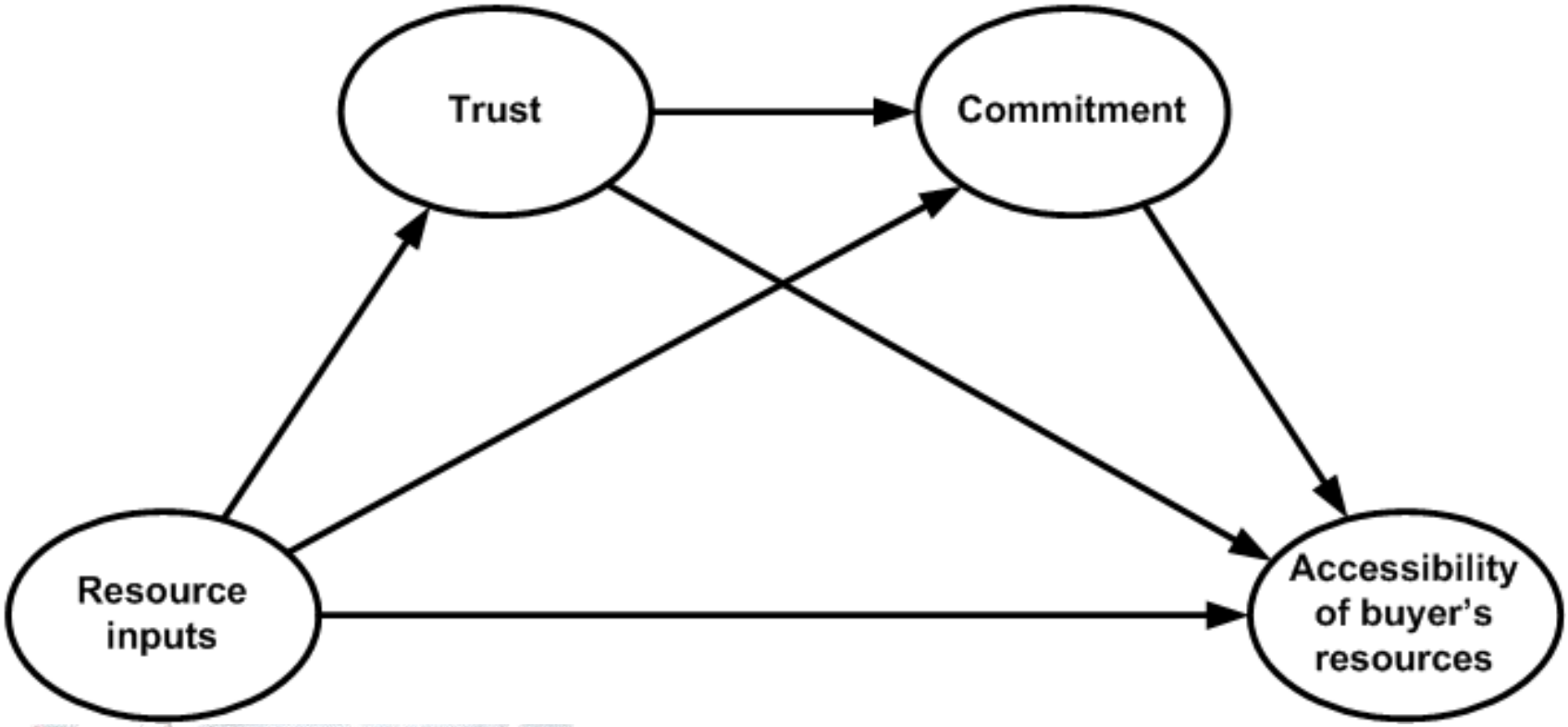
Introduction

- Hence, aim is to test propositions:
  - P1: the more resources a seller puts into a relationship, the more its buyer's intangible resources are available
  - P2: trust and commitment mediate P1

Model



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Model conceptualisation

- IMP resource-combining by actors
  - For future value creation
    - Håkansson (1982); Håkansson & Snehota (1995)
- Importance of seller's access to buyer's resources:
  - For e.g. market knowledge, NPD
  - Particularly intangibles
    - R-A theory (Hunt & Morgan,1999)
    - RBV (Barney,1991)

Model conceptualisation

- Access to buyer's resources requires seller's effort
  - Resource transfer & integration occurs at interfirm interfaces
    - Waluszewski & Håkansson (2007); Strömsten & Håkansson (2007).
  - Seller's resource input is e.g.:
    - boundary personnel time; IT systems expenditure; seller's skills

Model conceptualisation

- Access to buyer's resources also requires positive atmosphere
  - positive atmosphere leads to positive relationship outcomes
    - E.g. Ford et al. (1998).
  - Atmosphere not independent of seller resource input → mediation
  - Trust and commitment to represent atmosphere

Model testing

- Measures:
  - Resource inputs and accessibility of buyer's resources scales developed
  - Trust and commitment modified from Morgan & Hunt (1994)
  - All measures: reflective specification
  - 7 point scales

Model testing

- Data:
  - Sales & marketing managers
  - Manufacturers: range of sizes
  - Tested for response bias

Model findings

- Analysis by SEM:
  - Unmediated model fit: moderate
  - Mediated model fit very good
    - Outcome r^2 only marginally better
  - Bootstrapped path coefficients

Model findings

Direct Effects	Path from →	Inputs	Trust	Commitment
	Path to ↓			
	Trust	0.218*		
	Commitment	0.491**	0.277*	
	Accessibility of buyer's resources	0.300*	0.315*	-0.024 n.s.

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Model findings

Indirect Effects	Path from →	Inputs	Trust
	Path to ↓		
	Commitment	0.060*	
	Accessibility of buyer's resources	0.056 n.s.	-0.007 n.s.

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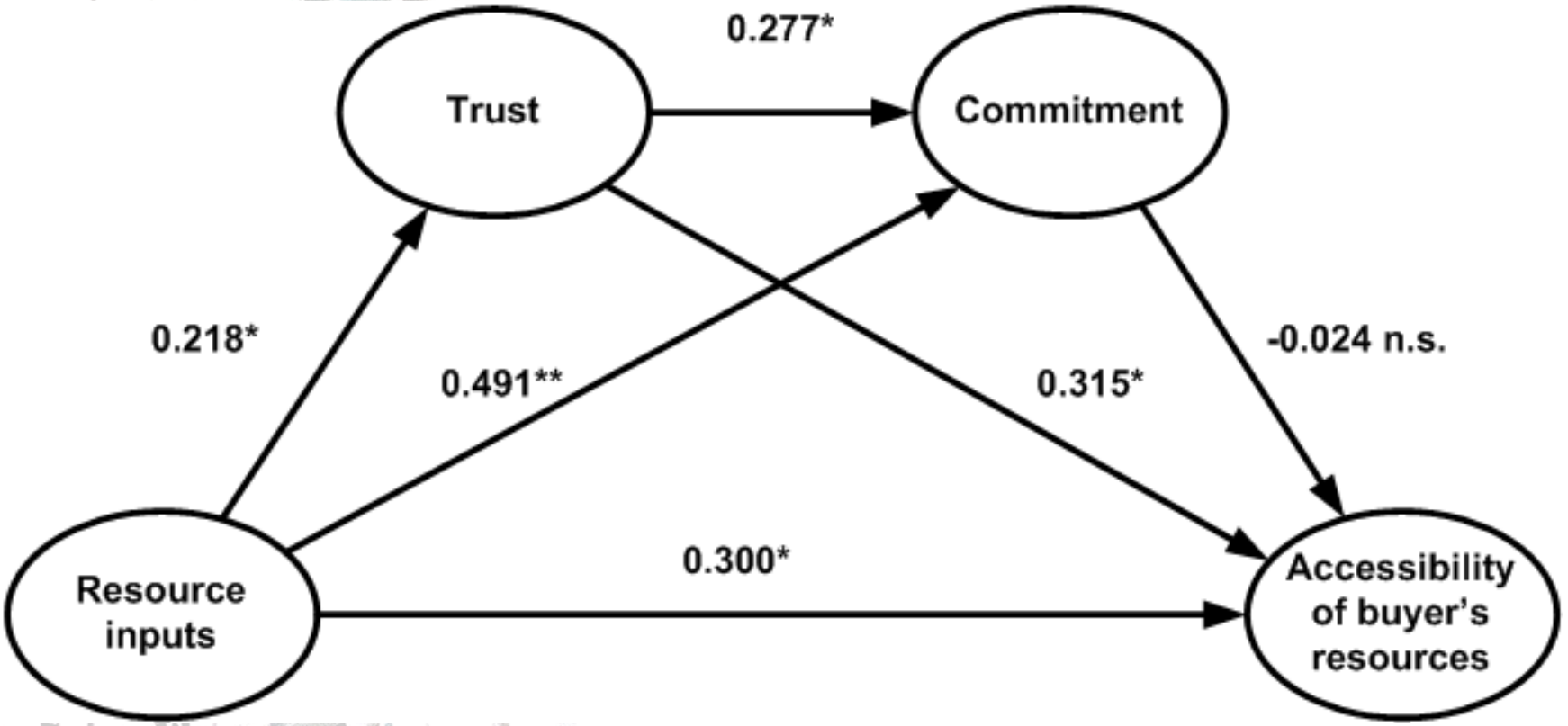
Model findings



** p < 0.01; * p< 0.05; n.s. not significant

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Discussion

- Positive atmosphere good for access to buyer's resources
  - Trust significant effect
  - Commitment not significant!
    - Already in seller's resource commitment?
- For long-term relationship performance:
  - Seller's managers should allocate resources, to build trust

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Discussion

- Limitations:
  - Cross-sectional; only seller's perspective; only dyad
- Future research
  - Buyer's perspective; network; level of individual person as actor; longitudinal; gratitude as construct.

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