How Resource Inputs and Atmosphere Affect Relationship Performance

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Presentation structure

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

- Resource inputs
  - Trust
  - Commitment
- Accessibility of buyer’s resources

Arrows indicate relationships and impact between the elements.
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

<table>
<thead>
<tr>
<th>Direct Effects</th>
<th>Path from</th>
<th>Inputs</th>
<th>Trust</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Path to</td>
<td>↓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust</td>
<td></td>
<td>0.218*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td></td>
<td>0.491**</td>
<td>0.277*</td>
<td></td>
</tr>
<tr>
<td>Accessibility of buyer’s resources</td>
<td></td>
<td>0.300*</td>
<td>0.315*</td>
<td>-0.024 n.s.</td>
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</tbody>
</table>
# Model findings

<table>
<thead>
<tr>
<th>Indirect Effects</th>
<th>Path from →</th>
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<td>Accessibility of buyer’s resources</td>
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<td>0.056 n.s.</td>
<td>-0.007 n.s.</td>
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</tbody>
</table>
Model findings

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