

經營學博士 學位論文

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The Influence of Transactional Characteristics and Relational
Commitment on the Choice of Freight Forwarder's Negotiation Strategy

指導教授 辛 瀚 源

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韓國海洋大學校 大學院

海運經營學科 趙 萬 永

本 論 文 趙萬永 經 營 學 博 士 學 位 論 文 認 准 .

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Abstract

The Influence of Transactional Characteristics and Relational Commitment on the Choice of Freight Forwarder's Negotiation Strategy

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In the shipping business today, the business environment is so dynamic that shipping firms need to manage long-term relationships with their customers such as freight forwarders and shippers as relationship marketing emerges as an important alternative to deal with customer satisfaction.

The purpose of this study is to analyze the influence of transactional characteristics and relational commitment on the choice of freight forwarder's negotiation strategy between freight forwarders and shipping companies. This study aims to examine how transactional characteristics affect the relational commitment between freight forwarders and shipping companies in the transactional relationship of shipping service and how transactional characteristics affect freight forwarder's choice of negotiation strategy characteristics on shipping companies according to the relational disposition and opportunistic disposition representing degree of relational commitment.

An empirical study was carried out not only to examine the factors influencing relational commitment of the transactional characteristics between freight forwarders and shipping companies but also to analyze the role of intervening variables.

The data investigating the influence of transactional characteristics and relational commitment on the choice of freight forwarder's negotiation strategy were collected from 450 freight forwarding companies in Korea on the basis of five different sections -

1) The transactional characteristics of shipping companies;

(1) Asset specificity (2) Competitive degree

2) Communication between shipping companies and freight forwarders

3) Freight forwarder;

(1) Sole selling rights (2) Strategic variability

4) Relational commitment ;

(1) Relativistic propensity (2) Opportunistic propensity

5) Characteristics of negotiation strategy

- by the use of questionnaire method and personal interviews.

Frequency analysis and Spearman's correlation coefficient were used to find out the nature of the data. The factor analysis and AMOS 4.0 of SEM(structural equation modeling) were used to find out the cause-effect relationship among the relevant variables in the research model.

The result of hypothesis to test were found as follows;

1. Transactional characteristics is found to have a positive effect to relational commitment in causal relation between theoretical variables and relativistic propensity. Opportunistic propensity of relational commitment is found to be positively related in negotiation strategy. These results show that transactional characteristics are to affect not only relational commitment but also negotiation strategy according to the role of mediation of relational commitment.

2. Asset specificity and competitive degree of the transactional characteristic of shipping companies are found to be neutral and strategic variability and sole selling rights are found to be positively related.

3. Relativistic propensity of relational commitment is found to be not related to keep opportunistic propensity under control effectively.

Consequently subordinate variables of transactional characteristics, relational commitment and negotiation strategy are found to improve GFI(goodness-of-fit index) value of research model explaining the relation between shipping companies and freight forwarders based on GFI value. Also, GFI value considering relational commitment affected by each subordinate variables is found to improve better than the second model. And GFI Analysis considering the relational commitment and characteristics between shipping companies and freight forwarders are found to be best of all research models.

On the basis of the results, freight forwarders in weak position are judged to shirk overbearing strategy by choice of aggressiveness or compromising strategy to flee from disadvantage of transactions unbalance of power however they may be relation under the control of transactions by opportunistic propensity from the other party.

Therefore, solving the opportunistic transaction between freight forwarders and shipping companies not only reduce dependence of freight forwarders to shipping industry but increase share market the other way if freight forwarder dose offsetting investment to customer in close connection with customer to reduce dependence of shipping companies.

Consequently trustful relationship between shipping companies and freight forwarder is an important matter to make up a long-range transaction relationship by developing the cooperative arrangement of relativistic propensity on reliance and satisfaction to achieve a common objective.

Compared with the previous studies on the relational commitment and negotiation strategy up to present, there are some differences as follows;

First, this study was carried out while the importance of relational commitment and negotiation strategy characteristics are emerging.

Second, exploratory research was carried out to find out the cause-effect relationship in the marketing channel of shipping service included in the shipping industry.

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(freight forwarder,) .¹⁾

(Relational Commitment)

(Anderson and Weitz, 1992).²⁾

(Bole, Dwyer, Robicheaux and Simpson, 1992).³⁾

1) 가 freight forwarder, forwarding agent, shipping agent, clearing agent, customerbroker, shipping and forwarding agent . 가

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(李駿鎬, 1998).⁴⁾

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(U. S. Ocean Shipping Reform Act of 1988)

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超合理性 (March and Simon, 1958).¹⁴⁾

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(Co-loading)

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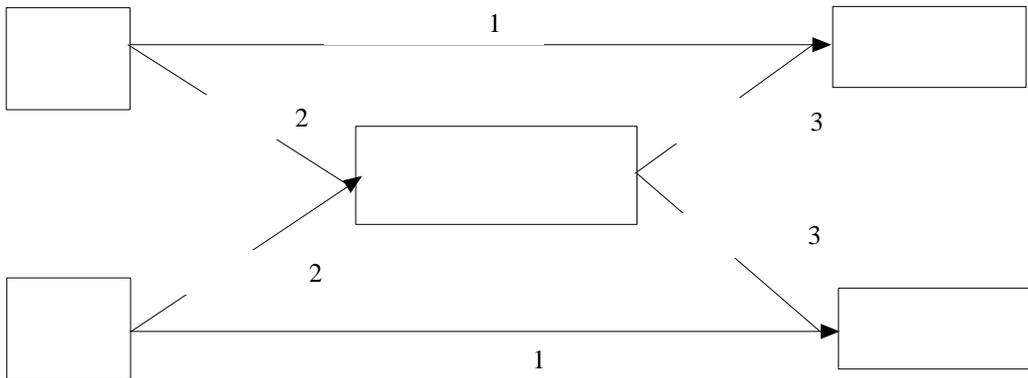
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Becker(1960)³⁴⁾

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Dwyer and Oh(1987)⁴¹⁾

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(Mohr and Nevin, 1990).⁵³⁾

(Ganesan, 1993).⁵⁴⁾ 가

(Gundlach, Achrol and Mentzer, 1995).⁵⁵⁾

(Dwyer. and Oh, 1987)⁵⁶⁾ (Anderson and Weitz, 1989)⁵⁷⁾,

(Shapiro, 1987)⁵⁸⁾ 가

Macneil(1980)⁵⁹⁾ 가

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Anderson and Weitz(1992),⁶²⁾ Dwyer and Oh(1987),⁶³⁾ (1990)⁶⁴⁾

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John(1984)⁶⁷⁾ 가
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(Becker, 1960).⁷⁶⁾

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Dobler, Lee and Burt(1984)⁹²⁾ Perdue and Summers(1991)⁹³⁾ “
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(Dwyer and Oh, 1987;¹⁰⁴⁾ Heide and John, 1990;¹⁰⁵⁾ Noordewier,

John and Nevin, 1990;¹⁰⁶⁾ Ganesan, 1994).¹⁰⁷⁾

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(Macneil, 1980).¹⁰⁸⁾

(Anderson and Narus, 1990).¹⁰⁹⁾ Anderson and Weitz(1986),¹¹⁰⁾

Noordewier, John and Nevin(1990)¹¹¹⁾

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가 (Ganesan, 1994).¹¹²⁾

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, Ganesan(1994)¹¹⁴⁾

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2 Pruitt and Rubin(1986)¹¹⁵⁾ < 2-3>
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New York: Random House, 1986.

Day, Michaels and Perdue(1988)¹¹⁶⁾

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Rahim (1990)¹¹⁷⁾ < 2-3>

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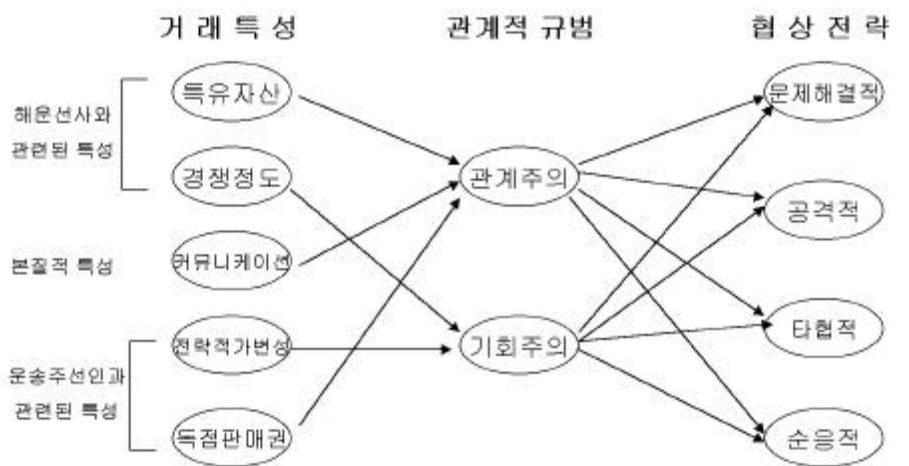
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金勇瑞(1994)¹¹⁸⁾

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金昌浣(1994)¹²⁰⁾

, Heide and John(1992)¹²¹⁾

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. Ganesan(1994)¹²²⁾

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Alderson(1965)¹²³⁾

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. William(1980)¹²⁵⁾

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123) W. Alderson, *Dynamic Marketing Behavior*, Homewood, Illinois: Richard D. Irwin, 1965.

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(Anderson and Narus, 1990).¹²⁹⁾

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129) James C. Anderson and James A. Narus, *op. cit.*, 1990, pp. 42-58.
 130) James C. Anderson and James A. Narus, *op. cit.*, 1990, pp. 42-58.

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(Stern and El-Ansary,

1988).¹³¹⁾

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Anderson and Weitz(1989)¹³²⁾

(Anderson and Narus, 1990).¹³³⁾

Anderson and Weitz(1986)¹³⁴⁾ Dwyer and Oh(1987)¹³⁵⁾

131) Louis W. Stern and Adel El-Ansary, *Marketing Channel*, 3rd eds., Englewood Cliffs, New Jersey: Prentice-Hall, 1988.

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Mohr and Nevin(1990)¹³⁷⁾

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Mohr and Nevin(1990),¹³⁸⁾ Anderson and Weitz(1989),¹³⁹⁾

Anderson and Narus(1990),¹⁴⁰⁾ Dwyer and Oh(1987)¹⁴¹⁾

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(Aldrich, 1979)¹⁴²).

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(Achrol and Stern, 1988;¹⁴⁴) Aldrich, 1979).¹⁴⁵

Achrol and Stern(1988)¹⁴⁶

Dwyer and Welsh(1985)¹⁴⁷, Oh, Dwyer and
Dahlstrom(1991)¹⁴⁸ , (1990)¹⁴⁹

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Oh, Dwyer and Dahlstrom(1991)¹⁵⁰⁾

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(Oh, Dwyer and Dahlstrom, 1991).¹⁵¹⁾

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, Preffer and Salancik(1978)¹⁵²⁾

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Pfeffer and Salancik(1978)¹⁵³⁾

Achrol and Stern(1988)¹⁵⁴⁾

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Dwyer and Oh(1987)¹⁵⁷⁾

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153) Jeffrey Pfeffer and Gerald R. Salancik, *op. cit.*, 1978.

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158) , 前掲書, 1990.

159) , 前掲書, 1991.

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Dwyer and Oh(1987)¹⁶¹, • (199
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Williamson(1983, 1985)¹⁶³
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160) . , “
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. Anderson and Weitz(1992)¹⁶⁴⁾

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Williamson(198

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164) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.

165) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.

166) Oliver Williamson, *op. cit.*, 1983.

Thorelli(1986)¹⁶⁷⁾

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. Stinchcombe(1985)¹⁶⁸⁾

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Williamson(1983, 1985),¹⁶⁹⁾ Anderson and Weitz(1992)¹⁷⁰⁾

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Schurr and Ozanne(1985)¹⁷¹⁾

(Ganesan, 1994).¹⁷²⁾

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(Cadotte and Stern,

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(Frazier and Summers, 1986).¹⁷⁵⁾

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Pruitt and Kimmel(1977)¹⁷⁶⁾

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(Ganesan, 1993).¹⁷⁷⁾

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(Perdue and Summers, 1991).¹⁷⁸⁾

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(Dant and Schul,

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(Hunt and Nevin, 1974)¹⁸⁰⁾

(Ganesan, 1994).¹⁸¹⁾

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Kaufman and Stern(198

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Pruitt and Rubin(1986)¹⁸³⁾

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Dwyer and Oh(1987)¹⁸⁴⁾

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Pruitt(1981)¹⁸⁶⁾

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Bole, Dwyer, Robicheaux and Simpson(1992)¹⁸⁸⁾

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Ganesan(1994)¹⁹⁰⁾

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(Williamson, 1985).¹⁹¹⁾

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191) Oliver Williamson, *op. cit.*, 1985.

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(Ouchi, 1980).¹⁹²⁾

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(Kohli, 1989)¹⁹⁴⁾

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Dant and Schul(1992)¹⁹⁵⁾ 가
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Frazier and Summers(1986)¹⁹⁶⁾ 雙對

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(Dwyer and Walker 1981).¹⁹⁷⁾

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195) Rajiv V. Dant and P. L. Schul, "Conflict Resolution Processes in Contractual Channels of Distribution," *Journal of Marketing*, Vol. 56, January 1992, pp. 38-54.

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	2-3	16	10.7 %
	4-5	62	42.9 %
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		50	34.5 %
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	3-6	40	27.4 %
	7- 10	17	11.9 %
	11- 15	35	23.8 %
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Anderson and Weitz(1986,¹⁹⁸ 1992)¹⁹⁹, Ganesan(1994)²⁰⁰

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198) Erin Anderson and Barton A. Weitz, *op. cit.*, 1986, pp. 3- 19.
 199) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.
 200) Shankar Ganesan, *op. cit.*, 1994, pp. 1- 19.

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Achrol and Stern(1988)²⁰¹⁾ 李駿鎬(1998)²⁰²⁾

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Anderson and Weitz(1992)²⁰³⁾ Kumar, Scheer and Steenkamp(1995)²⁰⁴⁾

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Achrol and Stern(1988)²⁰⁵⁾

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201) Ravi S. Achrol and Louis W. Stern, “*op. cit.*, 1988, pp. 36-50.

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205) Ravi S. Achrol and Louis W. Stern, *op. cit.*, 1988, pp. 36-50.

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Anderson and Weitz(1992)²⁰⁶⁾

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Kaufman and Stern(1988)²⁰⁷⁾ Heide and John(1992),²⁰⁸⁾ Noordewier and Nevin(1990)²⁰⁹⁾

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Griesinger(1990)²¹⁰⁾, John(1984)²¹¹⁾

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206) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.

207) Patric J. Kaufmann and Louis W. Stern, *op. cit.*, 1988, pp. 534-552.

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Ganesan(1993)²¹²⁾

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Perdue and Summer(1991),²¹³⁾

Ganesan(1993)²¹⁴⁾

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Ganesan(1993)²¹⁵⁾

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212) Shankar Ganesan, *op. cit.*, 1993, pp. 183-203.

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215) Shankar Ganesan, *op. cit.*, 1993, pp. 183-203.

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Lewicki, Litterer, Minton and Saunders(1994)²¹⁶⁾

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		5	7	Perdue and Summer(1991) Ganesan(1993)
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		5	7	Lewicki, Litterer, Minton and Saunders(1994)

216) Roy J. Lewicki, Roy J. Litterer, John W. Minton, and David M. Saunders, *Negotiation*, 2nd eds., 1994, Burr Ridge, Illinois: Richard D. Irwin, 1994.

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(internal consistency)

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Cronbach 0.9156 , 0.8706

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(convergent validity)

(discriminant validity)

217) , 「 」, : , 1994.

218) Jum C. Nunnally, *Psychometric Theory*, 2nd eds., New York: McGraw-Hill, 1978.

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A1	4.6667	1.1511	0.6880	0.9084	0.9156
A2	4.3210	1.1600	0.7653	0.9004	
A3	3.9136	1.3153	0.6844	0.9104	
A4	3.7407	1.1702	0.7488	0.9021	
A5	3.8148	1.2461	0.6568	0.9124	
A6	4.5432	1.1624	0.7744	0.8994	
A7	4.2593	0.9458	0.9414	0.8874	
B1	5.6173	1.3654	0.6727	0.8492	0.8706
B2	5.1481	1.6287	0.7392	0.8326	
B3	4.3086	1.7652	0.6239	0.8686	
B4	4.4938	1.1415	0.8806	0.8153	
B5	4.0247	1.4998	0.6583	0.8523	

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A1	0.796	0.731	-0.028	0.9156
A2	0.769	0.800	-0.081	
A3	0.624	0.720	-0.080	
A4	0.797	0.779	0.035	
A5	0.756	0.699	0.041	
A6	0.694	0.810	-0.053	
A7	0.897	0.995	-0.046	
B1	0.650	0.016	0.732	0.8706
B2	0.725	-0.135	0.818	
B3	0.459	0.022	0.658	
B4	0.833	-0.027	0.972	
B5	0.683	-0.041	0.726	
		4.529	3.059	
		37.739%	25.494%	
		37.739%	63.233%	
KMO: 0.800, Bartlett's: $\chi^2=774.702(df=66, p=0.000)$				

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< 4-5> . Cronbach
 0.8148 , C1, C6 .

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C1	2.8810	1.6087	0.5523	0.7942	0.8148
C2	3.7857	1.9143	0.6167	0.7785	
C3	3.5357	1.6091	0.5723	0.7868	
C4	3.2976	1.6412	0.8291	0.7493	
C5	2.6905	1.3261	0.5968	0.7830	
C6	4.9167	1.4245	0.4150	0.8167	

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 Cronbach 0.8175 . 1

< 4-6>

C2	0.650	0.919	0.8175
C3	0.395	0.653	
C4	0.542	0.757	
C5	0.401	0.688	
		2.317	
		57.914%	
		57.914%	
KMO: 0.764, Bartlett's: $\chi^2=138.927$ (df=6, p=0.000)			

3)

가

4-7>

Cronbach 0.884

D3

0.9263 가

Cronbach 0.8940

< 4-7>

			-		
D1	2.3951	1.3845	0.8918	0.7953	0.8844
D2	2.1975	1.0773	0.7629	0.8473	
D3	2.0247	1.0244	0.5255	0.9263	
D4	2.0494	1.0595	0.8665	0.8096	
E1	3.4568	1.3043	0.6662	0.8821	0.8940
E2	3.7160	1.3531	0.6229	0.8846	
E3	3.5309	1.3237	0.6081	0.8854	
E4	3.7531	1.2799	0.5615	0.8879	
E5	3.6296	1.0541	0.5501	0.8884	
E6	3.8642	1.2625	0.6157	0.8849	
E7	3.7778	1.1937	0.6486	0.8833	
E8	3.6543	1.1636	0.6007	0.8858	
E9	3.6420	1.1970	0.6390	0.8838	
E10	3.5432	1.1516	0.6209	0.8848	
E11	3.6420	1.2177	0.6044	0.8855	
E12	3.3457	1.3244	0.5365	0.8894	

< 4-8>

가

2

< 4-8>

		가		
D1	0.888	0.102	0.966	0.9263
D2	0.799	-0.009	0.877	
D4	0.807	0.058	0.886	
E1	0.725	0.682	0.217	0.8940
E2	0.765	0.643	0.176	
E3	0.724	0.624	0.230	
E4	0.519	0.582	0.071	
E5	0.672	0.582	0.085	
E6	0.680	0.657	0.041	
E7	0.702	0.692	0.069	
E8	0.598	0.644	-0.017	
E9	0.756	0.706	-0.112	
E10	0.693	0.678	-0.090	
E11	0.665	0.668	-0.161	
E12	0.471	0.562	0.052	
		5.103	2.590	
		34.018%	17.267%	
		34.018%	51.286%	
KMO: 0.742, Bartlett's: $\chi^2=830.491$ (df=105, p=0.000)				

4)

0.9383 Cronbach < 4-9>
 Cronbach F5, 6, 8 3
 0.9434
 Cronbach 0.9275

< 4-9>

			-		
F1	3.7952	1.3772	0.6721	0.9346	0.9383
F2	3.7952	1.3044	0.7228	0.9335	
F3	3.5181	1.3825	0.7604	0.9324	
F4	3.3735	1.6799	0.7702	0.9318	
F5	2.3373	1.5794	0.4723	0.9400	
F6	3.1205	1.5174	0.4909	0.9392	
F7	4.7831	1.5226	0.6127	0.9361	
F8	4.1566	1.5655	0.5391	0.9381	
F9	4.3614	1.4192	0.7099	0.9336	
F10	3.6024	1.4137	0.7888	0.9316	
F11	3.8193	1.6975	0.7994	0.9310	
F12	4.0120	1.5181	0.7486	0.9325	
F13	3.9036	1.4281	0.7074	0.9336	
F14	3.6145	1.4384	0.7825	0.9317	
F15	3.1566	1.4607	0.7735	0.9319	
G1	4.8101	1.6099	0.6468	0.9233	0.9275
G2	4.8861	1.5606	0.6645	0.9225	
G3	4.4051	1.4098	0.5924	0.9251	
G4	4.5696	1.6617	0.6453	0.9235	
G5	4.2532	1.6906	0.7489	0.9190	
G6	5.0633	1.4353	0.6966	0.9213	
G7	5.3038	1.3335	0.6322	0.9237	
G8	4.2025	1.5307	0.6257	0.9240	
G9	4.4937	1.5180	0.7735	0.9181	
G10	4.2532	1.4804	0.7418	0.9195	
G11	4.3924	1.5805	0.7737	0.9180	
G12	3.8861	1.5688	0.7455	0.9192	

< 4-10>

2

< 4-10>

F1	0.719	0.638	-0.313	0.9434	
F2	0.742	0.700	-0.239		
F3	0.828	0.694	-0.380		
F4	0.832	0.754	-0.320		
F7	0.562	0.643	-0.098		
F9	0.791	0.738	-0.113		
F10	0.865	0.829	-0.139		
F11	0.834	0.829	-0.179		
F12	0.776	0.792	-0.151		
F13	0.719	0.722	-0.227		
F14	0.833	0.795	-0.232		
F15	0.800	0.738	-0.268		
G1	0.668	-0.012	0.705		0.9275
G2	0.686	-0.136	0.682		
G3	0.658	-0.202	0.580		
G4	0.748	-0.379	0.590		
G5	0.730	-0.259	0.726		
G6	0.689	-0.254	0.686		
G7	0.728	-0.342	0.587		
G8	0.571	-0.225	0.612		
G9	0.818	-0.158	0.800		
G10	0.752	-0.355	0.703		
G11	0.807	-0.076	0.828		
G12	0.799	-0.235	0.737		
		10.589	3.130		
		44.122%	13.040%		
		44.122%	57.162%		
KMO: 0.883, Bartlett's: $\chi^2=1579.028$ (df=276, p=0.000)					

5)

Cronbach < 4- 11>
 0.8813 H6 0.8988
 0.8930 H8 0.9518
 0.8733 0.7532

< 4- 11>

			-		
H1	5.2750	1.0060	0.6931	0.8604	0.8813
H2	5.3375	0.9406	0.8318	0.8383	
H3	5.4625	0.8993	0.7887	0.8463	
H4	5.0250	1.0789	0.6690	0.8646	
H5	5.3625	0.9174	0.7904	0.8454	
H6	5.0250	1.2424	0.4471	0.9064	
H7	4.4250	1.0527	0.9060	0.8402	0.8930
H8	3.4875	1.4755	0.4146	0.9518	
H9	4.8000	1.2867	0.8124	0.8525	
H10	4.8750	1.3157	0.7952	0.8563	
H11	5.0125	1.1637	0.8945	0.8377	0.8733
H12	5.0000	1.0312	0.5896	0.8714	
H13	4.9125	1.1495	0.8065	0.8193	
H14	5.0125	1.0125	0.7443	0.8376	
H15	4.8375	1.1848	0.6561	0.8584	
H16	4.8500	1.1703	0.7206	0.8416	
H17	3.1125	1.5094	0.5625	0.6928	0.7532
H18	4.3750	1.4265	0.4845	0.7215	
H19	3.7875	1.3751	0.6479	0.6632	
H20	3.7375	1.4989	0.4184	0.7466	
H21	4.4250	1.3574	0.4957	0.7175	

< 4- 12>

H1	0.649	0.790	0.009	0.108	0.143	0.8988
H2	0.807	0.903	0.087	0.101	0.107	
H3	0.767	0.823	0.095	0.158	0.078	
H4	0.533	0.618	0.017	0.189	0.058	
H5	0.704	0.764	0.134	0.219	0.140	
H7	0.837	0.043	0.906	0.070	-0.070	0.9518
H9	0.927	0.105	0.870	0.047	-0.151	
H10	0.942	0.109	0.876	0.008	-0.109	
H11	0.971	0.089	0.978	0.041	-0.106	
H12	0.617	0.461	0.251	0.519	0.007	0.8733
H13	0.833	0.152	-0.022	0.910	-0.007	
H14	0.699	0.395	0.001	0.705	-0.072	
H15	0.646	0.095	0.052	0.711	0.278	
H16	0.784	0.145	0.039	0.768	0.076	
H17	0.545	-0.033	-0.023	0.009	0.704	0.7532
H18	0.441	0.102	0.036	0.356	0.550	
H19	0.552	0.122	-0.143	-0.006	0.738	
H20	0.385	0.117	0.068	-0.041	0.516	
H21	0.397	0.098	-0.184	0.136	0.549	
		5.239	3.675	1.771	1.506	
		27.573%	19.344%	9.320%	7.925%	
		27.573%	46.917%	56.237%	64.162%	
KMO: 0.719, Bartlett's: $\chi^2=1127.704$ (df=171, p=0.000)						

3 SEM

SEM(Structural Equation Modeling)²¹⁹⁾ . SEM 가
가 ,

SEM

. SEM

LISREL

AMOS(Analysis of Moment Structures)가

가

AMOS 4.0(2000)²²⁰⁾ .

SEM

가

. 가 가

가 가

가

가

,²²¹⁾ SEM

, 가 .²²²⁾ 가

.²²³⁾

가 , 5 , , , ,

2 , , , , 4 11

() .

219) SEM (covariance structure modeling) , SEM
LISREL(Linear Structural Relationship) LISREL

220) Smallwaters, *AMOS ver. 4.0*, Chicago, Illinois: SPSS, 2000.

221) , 「 」, : , 1990, pp. 77-78.

222) Banwari Mittal, "Testing Consumers Behavior Theories: LISREL Is Not A Panacea," *Advances in Consumer Research*, Vol. 20, 1993, pp. 647-653.

223) , 「LISREL: 」, : , 1995, pp. 28-29.

SEM

SEM

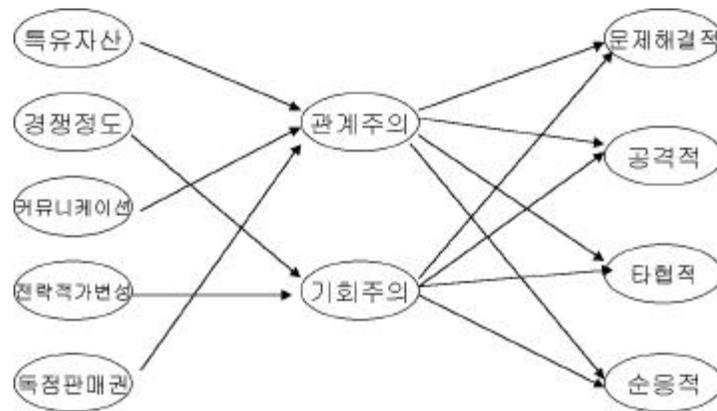
가

가

1. SEM

< 4-1 >

< 4-1 >



가

11가

SEM

(합)

224)

224)

1 , 1993, pp. 32-49.

」, 8

, Bagozzi(1982)²²⁵⁾

SEM 가 20 가

가 ,²²⁶⁾ SEM 가

가 , 가

가 ,²²⁷⁾ 가 7 ²²⁸⁾

SEM

SEM 가

< 4-13>

225) Richard P. Bagozzi, "Attitudes, Intentions, and Behavior: A Test of Some Key Hypotheses," *Journal of Personality and Social Psychology*, Vol. 39, October, 1982, pp. 607-627.

226) 「LISREL 」, : , 1996, pp. 176-179; , 前掲書, 1990, pp. 34-35.

227) , 前掲書, pp. 73-74.

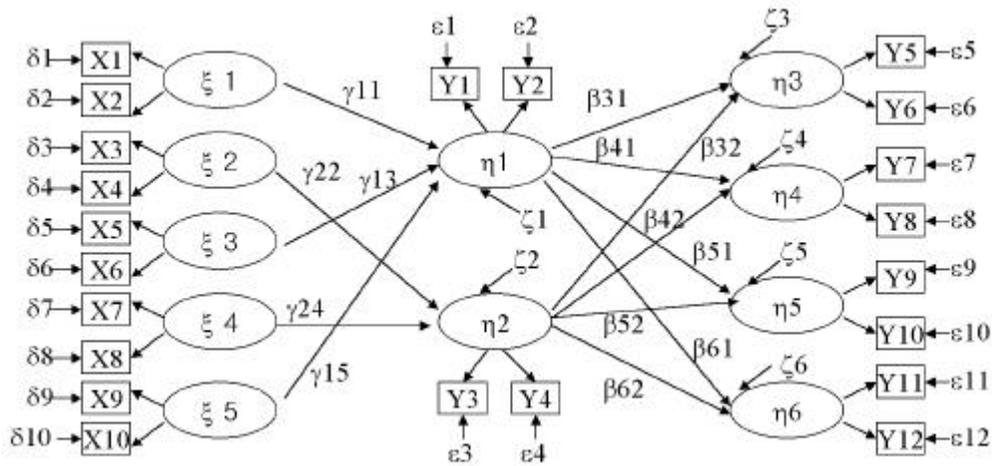
228) (RMR) , 7 14.3% , 가 SEM 가

< 4-13 >

	X1	A1, 2, 3, 4, 5, 6
	X2	A7
	X3	B1, 2, 3, 4, 5
	X4	B4
	X5	C2, 3, 4, 5
	X6	C2
가	X7	E1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
	X8	E9
	X9	D1, 2, 4
	X10	D1
	Y1	F1, 2, 3, 4, 7, 9, 10, 11, 12, 13, 14, 15
	Y2	F10
	Y3	G1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
	Y4	G12
	Y5	H1, 2, 3, 4, 5
	Y6	H2
	Y7	H7, 9, 10, 11
	Y8	H11
	Y9	H12, 13, 14, 15, 16
	Y10	H13
	Y11	H17, 18, 19, 20, 21
	Y12	H19

< 4-2>

< 4-2>

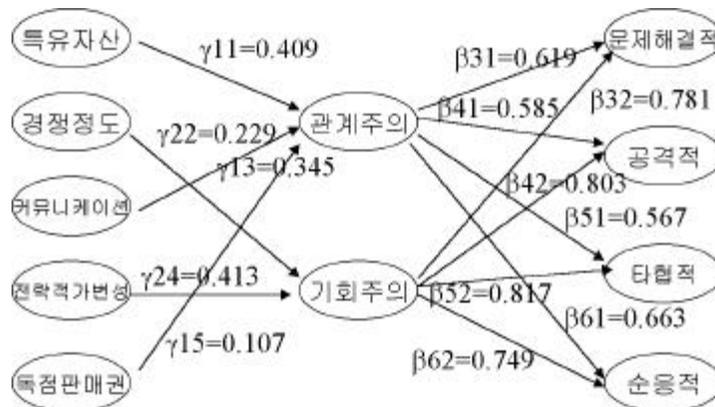


가

< 4-3>

AMOS

< 4-3>



< 4-14>

< 4-14>

11	1.000*			0.409	1	0.300	0.098
22	1.000*			0.229	2	0.180	0.222
13	1.000*			0.345	3	0.885	0.187
24	1.000*			0.413	4	-2.500	3.024
15	1.000*			0.107	5	0.879	0.198
31	1.000*			0.619	6	0.951	0.804
41	0.224	0.044	5.077	0.585	7	0.286	0.066
51	0.454	0.034	13.391	0.567	8	-0.545	0.207
61	0.187	0.044	4.222	0.663	9	0.516	0.116
32	1.000*			0.781	10	-1.015	4.066
42	0.244	0.048	5.103	0.803	1	1.359	0.225
52	0.519	0.036	14.403	0.817	2	1.658	0.259
62	0.168	0.040	4.231	0.749	3	0.332	0.107
11(x)	1.000*			0.767	4	1.420	0.262
21(x)	1.592	0.345	4.611	0.926	5	-0.074	0.015
32(x)	1.000*			0.440	6	0.337	0.053
42(x)	4.524	3.417	1.324	1.533	7	1.186	0.184
53(x)	1.000*			0.507	8	0.110	0.164
63(x)	2.301	1.107	2.078	0.793	9	0.616	0.097
74(x)	1.000*			0.841	10	0.188	0.070
84(x)	1.873	0.196	9.570	1.135	11	0.956	0.149
95(x)	1.000*			0.231	12	0.324	0.288
105(x)	20.162	71.126	0.283	2.674	1	1.794	0.356
11(y)	1.000*			0.808	2	3.158	0.528
21(y)	0.412	0.090	4.568	0.455	3	0.039	0.022
32(y)	1.000*			0.961	4	0.005	0.009
42(y)	1.108	0.073	15.081	0.882	5	0.018	0.020
53(y)	1.000*			1.006	6	0.000	0.008
63(y)	0.974	0.022	44.360	0.974	1	0.427	0.128
74(y)	1.000*			0.490	2	0.213	0.182
84(y)	4.303	0.843	5.106	0.992	3	0.304	0.167
95(y)	1.000*			0.853	4	0.693	0.158
105(y)	1.852	0.130	14.270	0.984	5	0.029	0.105
116(y)	1.000*			0.419			
126(y)	6.065	1.436	4.223	0.979			
*	1						

가 ()
 , 正(+), (11=0.409, 22=0.229,
 13=0.345, 24=0.413, 15=0.107)
 , 正(+)
 < 4- 15>

< 4- 15>

	(GFI)	0.635
	(RMR)	1.878
	(AGFI)	0.545
	(NFI)	0.584
	(RFI)	0.526
	(PGFI)	0.509
	(PNFI)	0.513
$\chi^2 = 621.177$, df= 203 (p= 0.000)		

가
 ,
 < 4- 15>
 , 基礎符合值(GFI, goodness-of-fit
 index, 適合度指數) 0.635, (RMR, root mean square residual)
 1.878
 (GFI, goodness-of-fit index, 適合度指數)
 R^2 , 가 , ()
) . 0 1
 가 1 가 .229)

229) J. W. Herting, "Replication in Multiple Indicator Models," in H. M. Block, eds., *Casual Models in the Social Science*, Hawthorne, New York: Aldine, 1985, pp. 321-394.

調整符合値(AGFI, adjusted goodness-of-fit index)가 , AGFI 0.545 .
 , 가 標準符合指數(NFI: normed fit index) 가
 , 0 1 ,
 가 ,²³⁰⁾ 0.584 .
 ,²³¹⁾

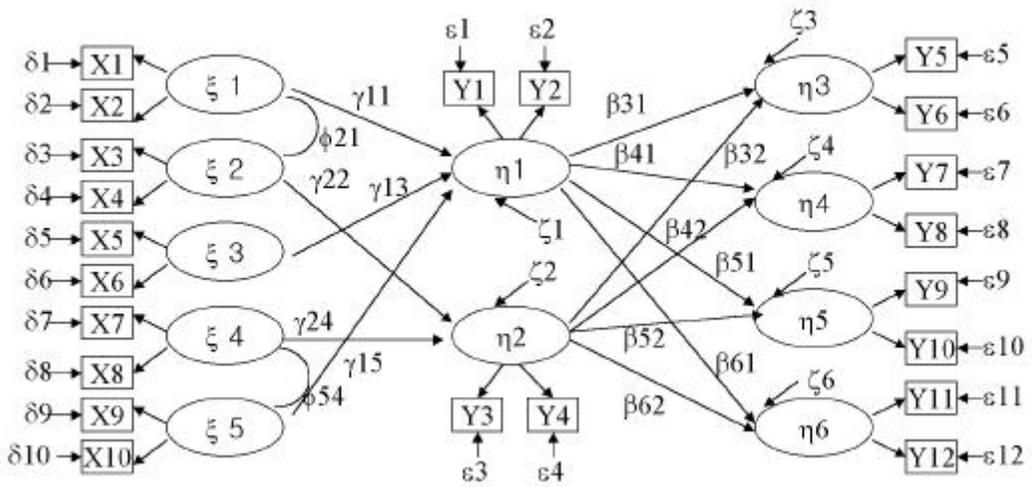
2. SEM

3
 , 가 , 5
 .
 가 ,
 .
 , 12 가
 45 < 4-4>

230) P. M. Bentler and D. G. Bonett, "Significance Test and Goodness-of-fit in the Analysis of Covariance Structures," *Psychological Bulletin*, Vol. 88, 1990, pp. 588-606.

231) (RFI: relative fit index) 1 가
 가 , . P. M. Bentler, "Multivariate Analysis with Latent Variables: Casual Modeling," *Annual Review of Psychology*, Vol. 31, 1980, pp. 419-456. (PGFI: parsimony GFI)
 , . 石村貞夫, 「SPSSによる多變量データ解析の手順」, 東京: 東京圖書, 1998, p. 221. (PNFI: parsimony NFI)
 가 0.6 , 가
 . L. R. James, S. A. Muliak, and J. M. Brett, *Casual Analysis: Assumptions, Models and Data*, Beverly Hills, California: Sage Publications, 1982.

< 4-4 >

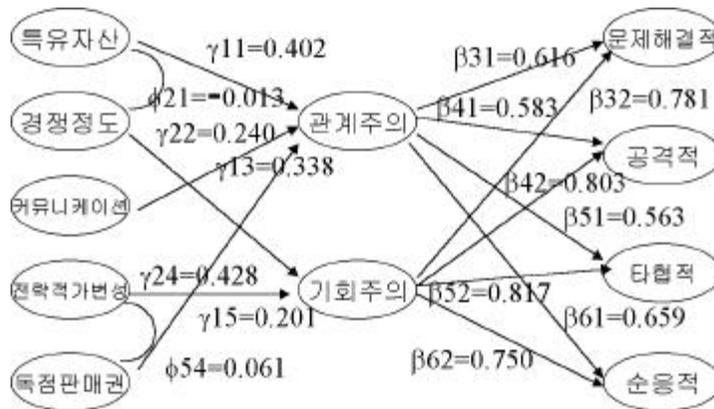


< 4-5 >

$\gamma_{21} = -0.013$ 負(-) 가 ,
 $\phi_{54} = 0.061$.

< 4-16 >

< 4-5 >



< 4- 16>

11	1.000*			0.402	1	0.313	0.100
22	1.000*			0.240	2	0.147	0.239
13	1.000*			0.338	3	0.873	0.187
24	1.000*			0.428	4	- 2.200	2.551
15	1.000*			0.201	5	0.890	0.200
31	1.000*			0.616	6	0.897	0.867
41	0.224	0.044	5.094	0.583	7	0.254	0.061
51	0.454	0.034	13.420	0.563	8	- 0.431	0.171
61	0.186	0.044	4.211	0.659	9	0.455	0.105
32	1.000*			0.781	10	- 1.977	3.005
42	0.244	0.048	5.120	0.803	1	1.365	0.226
52	0.520	0.036	14.462	0.817	2	1.660	0.259
62	0.167	0.040	4.220	0.750	3	0.334	0.108
11(x)	1.000*			0.753	4	1.409	0.262
21(x)	1.649	0.375	4.399	0.940	5	- 0.074	0.015
32(x)	1.000*			0.461	6	0.337	0.053
42(x)	4.150	2.850	1.456	1.479	7	1.185	0.184
53(x)	1.000*			0.496	8	0.111	0.164
63(x)	2.392	1.213	1.972	0.806	9	0.615	0.097
74(x)	1.000*			0.864	10	0.189	0.070
84(x)	1.761	0.159	11.062	1.109	11	0.956	0.149
95(x)	1.000*			0.428	12	0.321	0.289
105(x)	5.957	5.263	1.132	1.482	1	1.738	0.344
11(y)	1.000*			0.807	2	3.099	0.520
21(y)	0.410	0.090	4.537	0.452	3	0.039	0.022
32(y)	1.000*			0.961	4	0.005	0.009
42(y)	1.115	0.073	15.233	0.885	5	0.018	0.020
53(y)	1.000*			1.006	6	0.000	0.008
63(y)	0.974	0.022	44.490	0.974	1	0.410	0.127
74(y)	1.000*			0.491	2	0.235	0.186
84(y)	4.297	0.839	5.123	0.992	3	0.290	0.168
95(y)	1.000*			0.853	4	0.747	0.161
105(y)	1.849	0.129	14.326	0.984	5	0.102	0.100
116(y)	1.000*			0.418			
126(y)	6.094	1.447	4.213	0.979			
21	- 0.004	0.021	- 0.190	- 0.013			
54	0.017	0.022	0.753	0.061			
*	1						

<

4- 17> . GFI=0.637 RMR=1.893 .

< 4-17>

	(GFI)	0.637
	(RMR)	1.893
	(AGFI)	0.543
	(NFI)	0.584
	(RFI)	0.522
	(PGFI)	0.506
	(PNFI)	0.508
² = 620.137 , df= 201 (p= 0.000)		

3. SEM

許容限界

“ (visible hand)”²³²⁾

“ (invisible hand)”

社會規範(social norms) (cultural factor)

“ ”²³³⁾

Heide and John(1992)²³⁴⁾

가 委讓

打擊(vulnerability)

類似統合

232) Alred D. Chandler, *The Visible Hand: The Managerial Revolution in American Business*, Boston: Havard Business University Press, 1977.

233) B. R. Baligar and Alfred M. Jaeger, “Multinational Corporations: Control Systems and Delegation Issues,” *Journal of International Business Studies*, Vol. 15, Fall, 1984, pp. 25-40; Mark Casson, *Enterprise and Competitiveness*, Oxford: Claredon Press, 1990, pp. 107- 108; Jan B. Heide and George John, *op. cit.*, 1992, pp. 32-44.

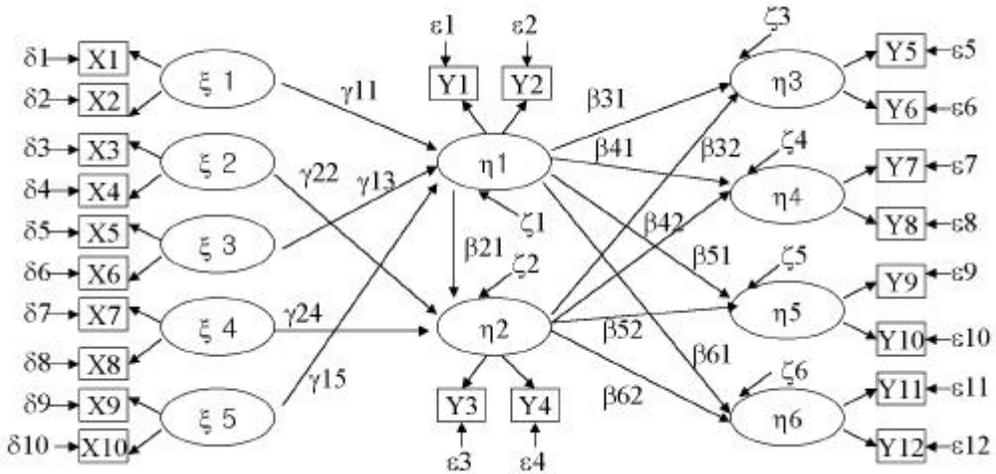
234) Jan B. Heide and George John, *Ibid.*.

負(-)

< 4-6>

가

< 4-6>



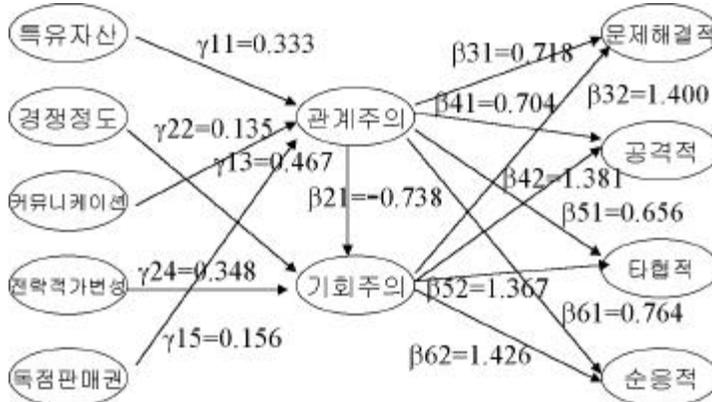
< 4-6>

< 4-18>

21=-0.738

負(-)

< 4-7>



< 4- 18>

11	1.000*			0.333	1	0.440	0.104
22	1.000*			0.135	2	-0.337	0.537
13	1.000*			0.467	3	0.968	0.188
24	1.000*			0.348	4	-4.713	6.513
15	1.000*			0.156	5	0.754	0.172
21	-1.439	0.106	-13.577	-0.738	6	1.228	0.447
31	1.000*			0.718	7	0.106	0.043
41	0.216	0.058	3.711	0.704	8	-0.058	0.079
51	0.438	0.046	9.540	0.656	9	0.500	0.107
61	0.200	0.055	3.611	0.764	10	-5.184	11.432
32	1.000*			1.400	1	0.130	0.094
42	0.218	0.058	3.748	1.381	2	0.786	0.151
52	0.467	0.042	11.138	1.367	3	1.582	0.246
62	0.191	0.052	3.656	1.426	4	2.510	0.389
11(x)	1.000*			0.593	5	-0.069	0.014
21(x)	2.591	0.958	2.705	1.125	6	0.331	0.052
32(x)	1.000*			0.365	7	1.188	0.185
42(x)	6.634	7.078	0.937	1.883	8	0.070	0.176
53(x)	1.000*			0.620	9	0.619	0.098
63(x)	1.680	0.484	3.470	0.721	10	0.177	0.072
74(x)	1.000*			0.951	11	0.954	0.148
84(x)	1.399	0.071	19.624	1.015	12	0.378	0.281
95(x)	1.000*			0.309	1	1.393	0.298
105(x)	11.388	19.919	0.572	2.035	2	2.598	0.407
11(y)	1.000*			0.971	3	0.030	0.021
21(y)	0.945	0.080	11.886	0.843	4	0.006	0.009
32(y)	1.000*			0.916	5	0.023	0.020
42(y)	0.283	0.061	4.674	0.456	6	-0.001	0.009
53(y)	1.000*			1.008	1	0.238	0.111
63(y)	0.968	0.028	34.711	0.960	2	0.149	0.175
74(y)	1.000*			0.383	3	0.471	0.163
84(y)	4.538	1.210	3.751	0.992	4	0.992	0.174
95(y)	1.000*			0.780	5	0.053	0.097
105(y)	1.888	0.173	10.925	0.975			
116(y)	1.000*			0.366			
126(y)	5.645	1.555	3.630	0.962			
*	1						

負(-)

GFI=0.684

, RMR

1.360

< 4-19>

	(GFI)	0.684
	(RMR)	1.360
	(AGFI)	0.604
	(NFI)	0.626
	(RFI)	0.572
	(PGFI)	0.546
	(PNFI)	0.548
$\chi^2 = 557.592$, $df = 202$ ($p = 0.000$)		

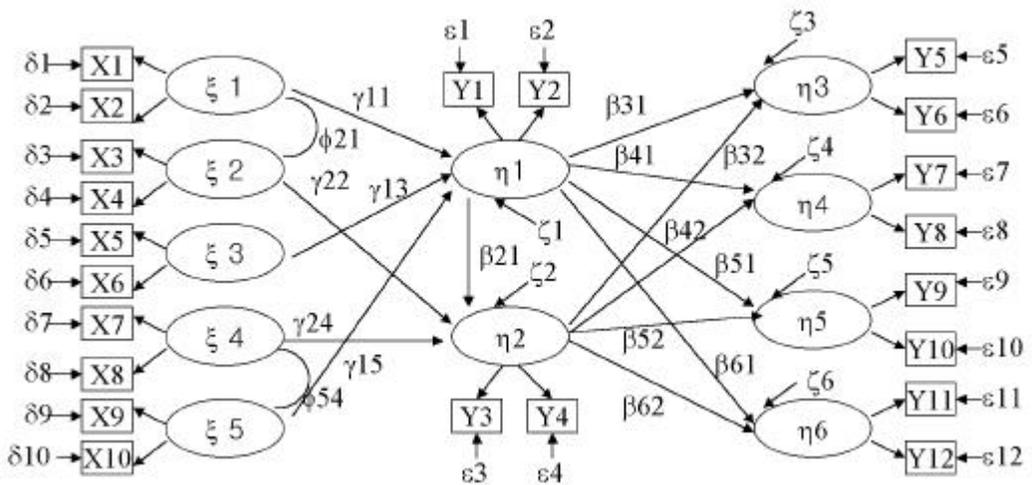
4. SEM

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負(-)

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< 4-9>

21=-0.741 負(-)

15=0.253 正(+)

11=0.301, 22=0.133, 13=0.462, 24=0.351,

15=0.253 正(+)

正(+)

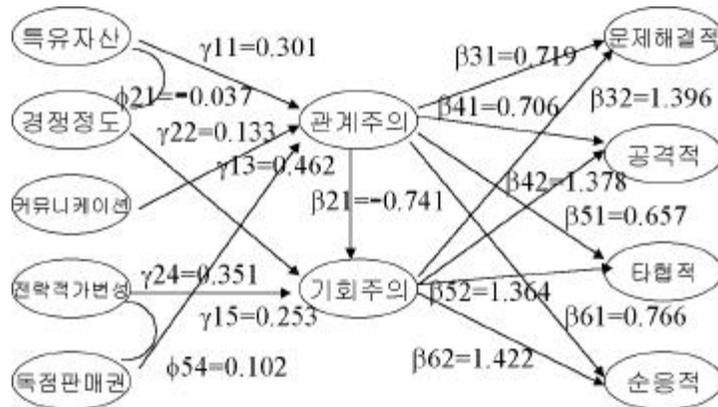
31=0.719, 61=0.766, 42=1.378, 52=1.364 正(+)

負(-)

41=0.706, 51=0.657, 32=1.396,

62=1.422 正(+)

< 4-9>



< 4-8>

< 4-20>

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11	1.000*			0.301	1	0.479	0.106
22	1.000*			0.133	2	-0.645	0.784
13	1.000*			0.462	3	0.974	0.186
24	1.000*			0.351	4	-4.937	6.834
15	1.000*			0.253	5	0.765	0.174
21	-1.439	0.107	-13.448	-0.741	6	1.205	0.463
31	1.000*			0.719	7	0.103	0.042
41	0.217	0.059	3.707	0.706	8	-0.053	0.077
51	0.437	0.046	9.533	0.657	9	0.425	0.094
61	0.200	0.056	3.604	0.766	10	-1.189	1.501
32	1.000*			1.396	1	0.137	0.095
42	0.218	0.058	3.743	1.378	2	0.778	0.151
52	0.468	0.042	11.105	1.364	3	1.580	0.247
62	0.192	0.053	3.648	1.422	4	2.508	0.389
11(x)	1.000*			0.537	5	-0.069	0.014
21(x)	3.133	1.423	2.202	1.229	6	0.331	0.052
32(x)	1.000*			0.359	7	1.187	0.185
42(x)	6.868	7.436	0.924	1.915	8	0.072	0.176
53(x)	1.000*			0.612	9	0.619	0.098
63(x)	1.718	0.511	3.362	0.727	10	0.177	0.072
74(x)	1.000*			0.952	11	0.954	0.148
84(x)	1.395	0.070	20.047	1.014	12	0.379	0.281
95(x)	1.000*			0.494	1	1.358	0.290
105(x)	4.547	2.621	1.735	1.311	2	2.596	0.404
11(y)	1.000*			0.969	3	0.031	0.021
21(y)	0.951	0.080	11.927	0.845	4	0.006	0.009
32(y)	1.000*			0.915	5	0.022	0.020
42(y)	0.286	0.061	4.686	0.457	6	-0.001	0.009
53(y)	1.000*			1.008	1	0.194	0.108
63(y)	0.968	0.028	34.574	0.960	2	0.144	0.171
74(y)	1.000*			0.382	3	0.458	0.164
84(y)	4.528	1.209	3.746	0.991	4	0.996	0.174
95(y)	1.000*			0.778	5	0.137	0.093
105(y)	1.889	0.173	10.889	0.975			
116(y)	1.000*			0.366			
126(y)	5.640	1.557	3.622	0.962			
21	-0.006	0.010	-0.607	-0.037			
54c	0.038	0.039	0.972	0.102			
*	1						

GFI=0.687, RMR=1.344

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負(-)

< 4-21>

	(GFI)	0.687
	(RMR)	1.344
	(AGFI)	0.604
	(NFI)	0.628
	(RFI)	0.570
	(PGFI)	0.543
	(PNFI)	0.543
$\chi^2 = 555.327, df= 200 (p= 0.000)$		

4 가

가

正(+)

正(+)

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正(+)

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SEM

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<가 1> 正(+)		+	+	
<가 2> 正(+)		+	+	
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<가 5> 正(+)		+	+	
<가 6>				
<가 6-1> 正(+)		+	+	
<가 6-2> 負(-)		-	+	
<가 6-3> 負(-)		-	+	
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<가 7>				
<가 7-1> 負(-)		-	+	
<가 7-2> 正(+)		+	+	
<가 7-3> 正(+)		+	+	
<가 7-4> 負(-)		-	+	

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正(+), Williamson(1985)²³⁵,
Heide and John(1990),²³⁶ Anderson and Weitz(1992)²³⁷
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235) Oliver Williamson, *op. cit.*, 1985.
236) Jan B. Heide and George John, *op. cit.*, 1990, pp. 24-36.
237) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.
238) , 前掲書, 1991.

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Dwyer and Oh(1987),²³⁹⁾

Anderson and Weitz(1989),²⁴⁰⁾ Anderson and Narus(1990),²⁴¹⁾ Mohr and Nevin(1990)²⁴²⁾, Crosby, Evans and Cowles(1990),²⁴³⁾ Anderson and Weitz(1992)²⁴⁴⁾

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John(1984),²⁴⁵⁾ Oh(1987),²⁴⁶⁾

(1991),²⁴⁷⁾ (1991)²⁴⁸⁾

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239) F. Robert Dwyer and Sejo Oh, *op. cit.*, 1987, pp. 347-358.

240) Erin Anderson and Barton A. Weitz, *op. cit.*, 1989, pp. 310-323.

241) James C. Anderson and James A. Narus, *op. cit.*, 1990, pp. 42-58.

242) Hakki Mohr and John R. Nevin, *op. cit.*, 1990, pp. 36-51.

243) L. A. Crosby, K. R. Evans and D. Cowles, *op. cit.*, July 1990, pp. 68-81.

244) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.

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246) Sejo Oh, "The Effects of Environmental Munificence and Variability on Bargaining Behavior and Outcomes in an Asymmetrical Power Structure in a Simulated Marketing Channel," *Ph.D. Dissertation*, University of Cincinnati, 1987.

247) , 前掲書, 1991.

248) , 前掲書, 1991.

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 , Williamson(1983, 1985),²⁴⁹⁾ Anderson and Weitz(1992)²⁵⁰⁾
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 Kaufmann and Stern(1988),²⁵¹⁾ Frazier and Summers(1986),²⁵²⁾
 Walton and Makersie(1996),²⁵³⁾ Dant and Schul(1992)²⁵⁴⁾
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249) Oliver Williamson, *op. cit.*, 1983; Oliver Williamson, *op. cit.*, 1985.
 250) Erin Anderson and Barton A. Weitz, *op. cit.*, 1992, pp. 18-34.
 251) Patric J. Kaufmann and Louis W. Stern, *op. cit.*, 1988, pp. 534-552.
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Dwyer and Walker(1981),²⁵⁵⁾ Dant and Schul(1992)²⁵⁶⁾
, Pruitt and Lewis(1975),²⁵⁷⁾ Ganesan(1993)²⁵⁸⁾

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Dant and Schul(1992)²⁵⁹⁾가

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investment)’, ‘相殺投資(offsetting investment)’, Heide and John(1988)²⁶⁰

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260) Jan B. Heide and George John, “The Role of Dependence Balancing in Safeguarding Transaction-Specific Assets in Conventional Channels,” *Journal of Marketing*, Vol. 52, January 1988, pp. 20-35.

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