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TITLE:
What is the connection between trust, conflict, fairness, dependence and turnover intention in an interorganizational relationship? A descriptive study based on the partnership between a leading supplier and its resellers in the Scandinavian print services market.

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Abstract

The purpose of the study was to find out what the connection is between trust, conflict, fairness, dependence and turnover intention in an interorganizational relationship. I have analyzed this research question amongst the Scandinavian resellers of a leading print services supplier.

Thesis inspiration comes from a study which investigated the significance of supplier fairness in the development of relationships between smaller, vulnerable resellers and larger, dominant suppliers (Kumar, Scheer, & Steenkamp, 1995).

The foundation of this study originates from Andreassen's (2006) definition of a relationship, and social exchange theory. Theory pertaining to trust, conflict, fairness, dependence and turnover intention is also presented. The research design is descriptive and, as the survey did not generate a large amount of data, it was augmented with a group interview to further probe the analysis results.

The study shows that there is a significant, negative relationship between dependence and turnover intention. Other studies show that trust, conflict and fairness do play significant roles in interorganizational relationships. This could indicate that the model, meant to explain turnover intention, is too modest – or that turnover intention can be better explained by variables which are not part of this study.

Key words: marketing, relation, interorganizational, social exchange theory, trust, conflict, fairness, justice, dependence, turnover intention, relationship quality, supplier, reseller, alliance, channel, print services, Denmark, Norway, Sweden, Scandinavia.

Foreword

At last, the day has come when I can say that I have finished my Master's degree in Service Management! The journey towards the goal has been as exciting as it has been intensive. Thanks to a backpack full of new knowledge and valuable experiences, I am well prepared to meet the future.

We live in an increasingly connected world, where great emphasis is put on the meaning of personal as well as professional relationships. To benefit as much as possible from such interactions, it becomes important to understand the relationships we engage in, and the elements that contribute to the strengthening or weakening of them. This is the reason why I chose to assume a marketing perspective, and write about interorganizational relationships.

A million thanks to my mentor, professor Torvald Øgaard, who challenged and guided me all the way from start to finish with a steady hand and whose support has been invaluable.

I want to thank my manager who gave me the opportunity to attend this program of study, and my colleagues who helped holding the fort while I was busy with school work.

Thank you to professor Chil and coach Chris, who taught me to strut my stuff and to not even think about quitting this close to the finish line. Thank you, Kristin, for all the coffee talks.

Thank you to all the resellers who took the time to respond to the survey, and to those who shared valuable contributions on the topic in the following group interview.

I also want to thank the people who helped pre-test and translate the questionnaire.

Finally, I want to thank my family and friends in Sweden, Norway, Denmark and Ireland for all the support and encouraging words underway. Thank you for believing in me.

Stavanger May 12, 2017

Malin Jelsgaard

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1   Introduction

Nowadays, it is no longer enough for companies to measure their success by the number of one time transactions they fulfill in the marketplace. The emphasis has shifted from purely industrial production, via the relationship with the customer, to landing on companies' role as creators of added value (Normann, 2001, p. 23). It is expensive for a company to roam around the market in the hunt for new customers. The gain lies in taking care of one's existing customer base, through the facilitation of value-creating measures. These should lead to increasingly satisfied customers, who do not wish to switch suppliers.

A company that does not have the capacity to bring its own product or service to the market may choose to join forces with an external supplier. The choice is supported by the company's idea that it expects to obtain benefits that it would not have been able to achieve by acting on its own. Company advantages can be individual adaptation of the market offer as well as reduced risk in terms of supply chain deviations, while the supplier will enjoy increased market penetration and reduced competition in the market (Supphellen, Thorbjørnsen, & Troye, 2014, p. 249). A good partnership is based on an idea to create added value through collaboration (Supphellen et al., 2014, p. 249).

In this case, the supplier is a well-known actor in the global print services market. Towards the end of the millennium, the company changed its distribution channel to include external resellers. In the wake of the Internet boom, forwarding to today's globalization and development within the fields of communications and technology, competition continues to increase. Companies realize the importance of building valuable relationships with strategic partners, to better anchor themselves in their respective markets. Therefore, it is interesting to investigate what such a relationship might look like and, furthermore, how it is perceived by

the parties involved. I have chosen to look at the relationship between this specific supplier and its Scandinavian resellers, seen from the resellers' point of view.

In the print services market, Kotler's idea of core product (Supphellen et al., 2014, p. 83) can be said to be similar regardless of the brand. The difference in physical characteristics and functionality between a multifunction device from Canon, Xerox and Sharp is not that great. The augmented product, the service delivery, is where the reseller gets various degrees of free reigns to put his stamp on the service as a whole. This is where the resellers can create unique, added value for their customers. This is where the magic happens. Specific examples in this area can be the design of service agreements, training or the responsibility for technical support. Resellers who depend on their supplier in terms of borrowed capacity in this layer, have an expectation that their – as well as their end customers' – interests will be safeguarded in the best way possible. The reseller's evaluation of his relationship with the supplier becomes important. It will be of great meaning to define the elements that characterize the collaboration – the ones that are not captured in a contractual agreement – and furthermore if these are of a positive or negative nature.

Furthermore, there is a shift in the business to business (B2B) market, from tangible products to intangible services. I argue that this is highly applicable for the print services market. Previous studies on B2B markets have mostly been product related (Pinelopi, 2009, p. 586). However, print services resellers are increasingly starting to label themselves solution providers, as opposed to plain copy machine sellers. The field of services marketing is growing at a fast rate, but its research has traditionally been consumer market oriented (S. W. Brown, 2002, p. 10). This is another reason why it is important to conduct this research in a B2B setting now.

Through the course of this kind of relationship, one can imagine that small, local resellers feel that they do not have a lot of momentum to put up against a large multinational supplier. To let another company carry a part of the responsibility for how the reseller appears in the market, by association, puts high demands on the actions of the supplier. Therefore, it is important for the reseller to go in depth on the relationship to ensure that the benefits of being in the alliance outweigh the costs. By evaluating the collaboration based on specific variables, the leader will be well equipped to plan and implement actions to influence these –with the purpose of strengthening his own organization. In parallel, it ought to be in the interest of the supplier to find out on what terms its resellers assess the relationship between the two parties. The supplier will be able to better facilitate and accommodate the resellers' needs which, in turn, will lay the foundation for a productive collaboration. Good impressions will lead to positive chain reactions in the market, such as a reinforced reputation. The opposite could lead to costly consequences.

1.1. Research question

This thesis project is inspired by a study that investigated the significance of supplier fairness in the development of relationships between smaller, vulnerable resellers and larger, dominant suppliers (Kumar et al., 1995). What will a party in a relationship do, if the organization feels that the benefits of being in this alliance no longer outweigh the costs? What could make a reseller want to continue, or terminate, its relationship to a supplier? More importantly, how well will my chosen constructs help in answering these questions?

Furthering this idea, I chose to build my study on comprehensive, well-validated constructs that can be used to describe and understand relationships. All forms of collaboration include various degrees of trust, conflict, fairness and dependence. This applies to both interpersonal relationships, and those between organizations. As previously mentioned, this thesis focuses

on the relationship between organizations. This area of interest is not new to researchers, even though the contexts have been different in previous studies. I will take a closer look at how trust, conflict, fairness and dependence affect the reseller's plans to discontinue the relationship with its supplier – turnover intention (TOI).

I have not been able to find any previous studies where trust, conflict, fairness and dependence were used to examine TOI in the print services market in Scandinavia. This study will show how good the constructs' explanatory power is. The literature review that was performed in the earlier stages of the project pointed towards several recurring variables – some of which have been included in the conceptual model (Figure 1, p. 26). I will find out if these are well suited for explaining TOI, including variations thereof, in the specific setting. At this stage, there was some apprehension about the perceived difficulty of discussing the chosen constructs without crossing the line over to, for instance, loyalty and power. To maintain clarity and focus, I limited the study to the best of my knowledge in the sense that it excludes other factors that could be used to explain TOI.

Based on this, I have arrived at the following research question:

What is the connection between trust, conflict, fairness, dependence and turnover intention in an interorganizational relationship?

2   Theory

The thesis will confirm the nature of the relationship between dependence, fairness, conflict, trust and turnover intention (TOI) in an interorganizational relationship in a specific context. The section starts with a review of overarching relationship theory, with an emphasis on social exchange theory, and how it can be applied to relationships between organizations.

Following theory will be presented as it relates to trust, conflict, fairness, dependence and TOI from validated and peer reviewed sources. Finally, relevant empirical findings will be reviewed collectively under the umbrella of relationship quality. These reviews provide a foundation to better understand the specific constructs. It is an important measure for several reasons, amongst other things to ensure that the thesis is based on updated knowledge. The purpose of building on existing information is to advance the development of knowledge, which is the primary goal of all research (Stene, 2003, p. 41).

2.1   Relationships

On March 19, 2017, I searched on the key word "relationship" in the Ebsco Business Source Complete database, and came up with 396 059 matches. The same search in the Emerald Insight database yielded 189 341 articles or chapters, and 923 case studies. This suggests that the area is not new to researchers.

A relationship is indeed a very broad term. It is something that affects everyone in daily life, whether it be interpersonal relationships, between an individual and an organization, or interorganizational relationships. To obtain a general understanding of the concept, I begin with a very basic question: what is a relationship? Tor Wallin Andreassen defines it as:

> *A voluntary, recurring interaction between two parties, representing long-term values that exceed the values obtained by the corresponding discrete transactions. At the same time, the social value and emotional bond in the relationship will lead to both parties having an undefined timespan on their coexistence.* (Andreassen, 2006, p. 70 transl.).

Fundamentally speaking, entering a relationship is about the human desire to ally oneself with fellow human beings over time, as one expects to come out stronger at the other end. This reasoning is confirmed by Andreassen (2006, p. 65) who highlights one specific aspect: the

importance of looking at relationships in light of motives. It is part of human nature to want to be happy. To move forward in life, and enjoy as many benefits as possible – whatever these may be – humans choose to join forces with partners who counterbalance their weaknesses. When this takes place, an emotional bond arises between the two which will be more or less sensitive to external forces.

Social exchange theory (SET) is a formal theory which is focused on the voluntary exchange of value between parties – individuals and organizations – who are looking to maximize their gains over extended periods of time (Calhoun, Gerteis, Moody, Pfaff and Virk, 2007, as cited in Tanskanen, 2015, p. 578). At the core is the idea of mutual value creation, which is said to be founded on trust and is always non-contractual (Homans, 1961; Blau 1968, as cited in Tanskanen, 2015, p. 578). A critique of the framework has argued that SET is ambiguous due to the lack of a specific set of constructs, and vague theory articulations (Cropanzano & Mitchell, 2005, p. 875). Despite this criticism, I believe that SET offers a useful backdrop against which to hold up and test the next building blocks of the thesis.

The Grant and Glueck studies are two ongoing, longitudinal cohort studies at Harvard Medical School's Study of Adult Development which are working to unveil the alleged key to a long life in happiness. The research provides several key findings, one of which is: Good relationships in life make people happier and healthier (Vaillant & Mukamal, 2001, pp. 845-846). Let us expand the view and see how this foundation might be applied when it comes to understanding relationships between organizations.

2.1.1 Interorganizational relationships

On March 19, 2017, I searched on the key term "interorganizational relations" in the Ebsco Business Source Complete database, which resulted in 4 630 hits. An identical search in the

Emerald Insight database yielded 2 032 articles or chapters, but no case studies. This indicates that there are many studies on relationships between organizations. The amount of hits was remarkably lower when I searched on the key term "interorganizational relationships". This suggests that using the former key term is more common, although both have been used synonymously throughout the reviewed literature.

There are many ways to describe relationships between organizations. The reseller - supplier partnership, together forming a marketing alliance and value chain, will pose as a model for the discussion. One way can be to look at it in terms of strategy. In a strategic distribution channel, companies are tied together in their strive towards a common goal which is to create value for themselves and other stakeholders. The collaboration is seen as strategic when the bindings between the organizations are meaningful and long-lasting (Coughlan, Anderson, Stern, & El-Ansary, 2006, p. 290). This is in line with Andreassen's overarching definition of a relationship (2006, p. 70). In regards of motives, a supplier's reasons for teaming up with a reseller can be summarized as gaining better market coverage, and the spreading or sharing of associated costs and risk (Coughlan et al., 2006, p. 292). In parallel, a reseller's motives for collaborating with a supplier has to do with consolidation, coordination, and the desire to decrease costs (Coughlan et al., 2006, p. 296). The reseller gains access to a steady supply of sought after products, and is also able to lean against the supplier in terms of marketing efforts and the established familiarity of the brand name. It is important to remember that the border between these two perspectives is by no means clear-cut. Both parties want to obtain a competitive advantage, as members of a unique and rewarding partnership (Coughlan et al., 2006, p. 297).

This type of relationship has been labelled a super-organization (Reve & Stern, 1979, p. 406) – a collaborative, social system that is partly focused on achieving common as well as individual goals (Van De Ven, 1976, p. 25). Speaking of interorganizational relationships in

terms of goals has been one of several recurring themes in the literature review. Other focal points of reference revolve around motives, functional specialization, resource sharing and value creation. Creating a mutually beneficial cooperation that is difficult for the competition to copy, while at the same time serving the end customer in the best way possible, appears to be the permeating idea in the alliance.

When it comes to the actual product or service, the reseller's demand of the supplier's market offer stems directly from the demands of the reseller's own customers (van Weele, 2010, as cited in Supphellen et al., 2014, p. 230). Therefore, it is important for the supplier to not only know its own offer inside out, but to have a clear understanding of the context in which the reseller's own customers will use it. The relationship between the two parties provides an important foundation for their collaboration, and should be advantageous for both to be considered successful.

In the print services market, the core product has the potential to become quite technically complex. The focus has shifted away from output and management of physical paper documents. Instead, business has taken a turn towards intangible features and functions such as information management, work flows, and cloud services. There is a reason why it is called a multifunction device nowadays, as opposed to "just" a printer or a copy machine. Access to up-to-date skills, competencies, relevant training and support become significant parts of the service delivery – from the supplier to its resellers, and as part of the resellers' offer to their own customers. The physical item, popularly referred to as a product, is augmented and becomes a service. Vargo and Lusch (2004, p. 6) discuss the transfer of tangible and intangible resources, which constitute a value exchange between a buyer and a seller, where knowledge sharing is key in order for society to advance. Lovelock and Gummesson (2004, p. 38) continue down this path, arguing for a service dominant logic – where services marketing and product marketing are bundled together under a service umbrella. I propose that the more

technically complex the market offer is, the more significant becomes the idea of a stable and supportive interorganizational relationship.

An organization will want to form a relationship with another company, if that other company is able to deliver great benefits (value) to its partners. This way of thinking goes both ways. There will be a desire and a commitment to maintain that relationship (Morgan & Hunt, 1994, p. 24). Consequently, both parties might amplify the benefits of the collaboration only to reduce the potential of more negative aspects – so called relational risk behavior (Cheng, 2011, p. 375). When two companies share their resources with each other, they gain a partner with whom they will be able to handle upcoming issues more innovatively. Problems that might have appeared irresolvable in the past, can now reach creative, sometimes surprising, and increasingly beneficial solutions (Trist, 1983, as cited in Hardy & Phillips, 1998, p. 217). A lot of previous research has tended to focus on the positive sides of interorganizational collaborations. Again, they are traditionally viewed as a way to reduce risk, gain resources and solve problems (Hardy & Phillips, 1998, p. 217). Negative aspects such as coercion, injustice and asymmetry in terms of power are often overlooked (Knights, Murray, & Willmott, 1993, p. 979). The question remains: How might a relationship between a small local reseller, and a global well-known print services supplier look like? Are trust, conflict, fairness and dependence suitable variables for explaining the resellers' intentions to terminate the partnership? It is time to address each of the five individual building blocks to find out.

2.2 Interorganizational trust

On March 21, 2017, I searched on the key term "interorganizational trust" in the Ebsco Business Source Complete database, which resulted in 126 hits. The same search in the Emerald Insight database yielded 1 175 articles or chapters, but no case studies.

Trust appears to be the first and foremost ingredient in an interorganizational relationship, according to the literature review. It can be defined as "the perceived existence of credibility and benevolence" in one's partner (Fang et. al, 2008, cited in Hoppner & Griffith, 2015, p. 616). Granted, the topic at hand is about trust between organizations. But all organizations are made up of individual human beings, who interact with each other in different contexts. " The variable most universally accepted as a basis of any human interaction is trust" (Gundlach & Murphy, 1993, p. 41). Further emphasizing the importance, trust is referred to as a critical component when it comes to the development of the relationship (Dwyer, Schurr, & Oh, 1987, p. 22). Both parties seek to enter a strategically meaningful and long-term oriented alliance. Trust becomes a crucial element, as it turns focus towards the future (Harris & Goode, 2004, p. 141). As a positively loaded word, one would imagine that trust would result in mainly – if not solely – positive side effects in the relationship. When the supplier (or manufacturer) is a lot larger than the reseller, as in this context, the relationship is often asymmetrical (Kumar et al., 1995, p. 54). Studies confirm that this situation normally has a negative influence on trust (Anderson & Weitz, 1989, p. 319; Dwyer et. al, 1987, p 25). This suggests that higher levels of trust will decrease the likelihood of relational risk behavior, such as opportunism and coercion, which in turn might lead to lower TOI.

2.3 Interorganizational conflict

On March 22, 2017, I searched on the key term "interorganizational conflict" in the Ebsco Business Source Complete database, which resulted in 44 hits. The same search in the Emerald Insight database yielded 1 032 articles or chapters, but no case studies.

Conflict is often described as an inevitable part of any interorganizational relationship. It can be defined as "incompatible behavior among parties whose interests differ" (Brown, 1983, as

cited in Hardy & Phillips, 1998, p. 222). Two organizations that work towards individual as well as common goals, are bound to experience conflicts of interest (Schmidt & Kochan, 1972, p. 359). Actually, one of the main causes of interorganizational conflicts is said to be goal incompatibility (Rosenberg & Stern, 1971, p. 440). It is important to remember that there often are two sides to every story. Channel collaborations have traditionally been portrayed with a focus on their advantages (Hardy & Phillips, 1998, p. 217). Taking on the task of a more critical examination, it is suggested that an interorganizational relationship might not be in the best interest of all participants after all, as some might use it as a cover under which ulterior motives are hidden (Hardy & Phillips, 1998, p. 218). I argue that this train of thought is particularly interesting in the given context, as it concerns a large multinational supplier on one hand and small local resellers on the other.

Up comes the question of whether conflict is always bad for an interorganizational relationship, or it can be turned into a valuable advantage. As a negatively loaded word, it is easy – maybe too easy – to draw the conclusion that conflicts only bring about side effects that are negative for the relationship, and therefore should be avoided. However, the literary review confirms a common division of the construct into two distinct categories – functional and dysfunctional conflicts. This indicates that conflict is often assessed in terms of the effect (consequence) it has on the relationship.

2.3.1 Functional conflict

Functional conflict, also called constructive conflict, can be defined as a disagreement that is resolved in such a way that the parties involved are satisfied with their outcome of the situation (Deutsch, 1969, p. 10). As a positively slanted construct, it suggests that an initially negative situation might very well be turned into an advantageous one – depending on the circumstances. A supplier and a reseller each bring their own unique set of resources to the

table. Conflicts arising from this interdependency can be resolved by combining the sets of resources in new ways to reach a positive outcome (Reve & Stern, 1979, p. 407).

2.3.2 Dysfunctional conflict

Dysfunctional conflict, also called destructive conflict, can be defined as when the parties involved are dissatisfied with the outcome of a situation and experience a sense of loss because of it (Deutsch, 1969, p. 10). One way of referring to it is in terms of having negative thoughts or feelings towards a channel partner, serving as an obstruction to a functional, fruitful relationship. Pondy (1967, p. 302) refers to this as felt conflict, which further has been synonymized with affective conflict (Brown, Lusch and Smith, 1991, as cited in Kumar et al., 1995, p. 58).

Leaning on the overarching idea that conflict is a dynamic process, moving through different stages, functional conflict would be placed in the last phase called conflict aftermath (Pondy, 1967, p. 305). Keeping in mind, a conflict is only labelled functional if it is resolved to the advantage of all parties involved. Consequently, a conflict might be considered dysfunctional up until it has reached a solution – or, as Pondy (1967, p. 305) points out, subdued and never really resolved. Previous studies commonly show that high levels of conflict in asymmetrical relationships often lead to low levels of cooperation and stability (Dwyer et al., 1987, p. 25; Stern & Reve, 1980, p. 58). Consequently, high levels of conflict could also be an indication of high TOI.

2.4 Interorganizational fairness

On March 22, 2017, I searched on the key term "interorganizational fairness" in the Ebsco Business Source Complete database, which resulted in 4 hits. The same search in the Emerald Insight database yielded 383 articles or chapters, but no case studies. I have chosen to use the

term fairness instead of justice. Both have been used synonymously throughout the reviewed literature (Luo, 2008; Tyler & Lind, 1992, as cited in Kumar et al., 1995, p. 55).

Fairness has been described as "a foundation for all types of economic transactions, especially for strategic alliances that face a variety of internal and external uncertainties" (Luo, 2008, p. 27). From an overarching perspective, it can be thought of as the perceptions of members in an interorganizational relationship as to whether they are being treated fairly. Kumar et. al (1995, p. 55) offer two subdimensions – issue-specific fairness, and the overall fairness of the collaboration. Examples of the former is further exampled as the fairness concerning pricing policies, and contractual boundaries and obligations (Kumar et al., 1995, p. 55). I searched for more relevant material exploring the concept of interorganizational fairness from an overall perspective, but was left with the impression that most sources are quick to divide it further into two separate categories.

2.4.1 Distributive fairness

It "relates to the division of benefits and burdens" (G. L. Frazier, Spekman, & O'neal, 1988, p. 60), and can be thought of as a channel member's assessment of its relative rewards as they compare to its corresponding efforts or input (G. Frazier, 1983, p. 74). Does the channel member perceive that it is adequately remunerated, compared to the contribution it makes to the relationship as a whole? If the answer to that question is yes, value has been created for that channel partner in having deemed the benefits to outweigh the costs of taking part in the alliance. Ellegaard et al. (2014, p. 190) links distributive fairness directly to the concept of value appropriation, in the sense that decision outcomes and behaviors of one channel member are assessed by another channel member based on the fairness standards of the latter. Value appropriation is described as the securing of resources that allows for future investments in value creation by an organization (Ellegaard et al., 2014, p. 185).

2.4.2 Procedural fairness

This concerns the degree to which the decision-making process in an interorganizational relationship is judged to be fair by the members (Lind & Tyler, 1988, as cited in Luo, 2008, p. 27). Kumar et. al (1995, p. 55) further specify it as "the reseller's perception of the fairness of the supplier's procedures and processes in relation to its resellers". Numerous studies confirm that procedural fairness is of greater significance than distributive fairness, when it comes to the assessment of overall relationship quality. It appears that fair procedures - as opposed to favorable rewards – are a better determinant of organizational behavior in and commitment to the relationship (Kumar et al., 1995; Johnson, Korsgaard, & Sapienza, 2002). Luo (2008, p. 27) offers an interesting idea, that procedural fairness can be thought of as a safety net of sorts – since it is used to judge the commitment of the other party. This would be especially relevant in the initial stages of an interorganizational relationship, where the shared history and foundation have yet to be built.

It comes as no surprise that studies have established high levels of perceived fairness as having a positive impact on overall relationship quality – especially as it relates to cooperation and long-term orientation.

2.4.3 Interactional fairness

In addition to the two dimensions of fairness above, the literary review offers a third one. I opted to included it in my study, as I wanted to capture the interpersonal element of the equation. Interactional fairness relates to the interpersonal treatment between representatives from the different channel member organizations. It can be defined as "the way in which superiors treat employees while enacting procedural justice" (Bies & Moag, 1986, as cited in Luo, 2007, p. 644). Indeed, most of the research on this dimension has been done at interpersonal level within one organization – as opposed to an interorganizational setting. It

concerns the display of socially sensitive behavior, such as dignity and respect, performed by the originator toward the recipient (Bies & Moag, 1986; Cropanzano, Prehar, & Chen, 2002, as cited in Luo, 2007, p. 647). Luo (2007, p. 647) adapts this to the interorganizational setting, and defines interactional fairness as "the extent to which interpersonal treatment and information exchange between boundary spanners representing each party are fair".

The same study points to the adhering to all three dimensions of fairness as an important contributor, when it comes to building successful, stable marketing alliances (Luo, 2007, p. 659).

2.5 Interorganizational dependence

On March 22, 2017, I searched on the key term "interorganizational dependence" in the Ebsco Business Source Complete database, which resulted in 34 hits. The same search in the Emerald Insight database yielded 1 205 articles or chapters, but no case studies.

Dependence can be thought of in terms of available alternatives in a given context. In this case, the reseller might have an increased feeling of dependence on its supplier if there is a lack of alternative suppliers and / or the cost of switching suppliers is considered too high. Dependence is said to vary "directly with the value received from a partner, and inversely with the availability of alternative trading partners" (Cook & Emerson, 1978, as cited in Morgan & Hunt, 1994, p. 33). If a reseller perceives the collaboration with its supplier to be very valuable, that reseller would be considered very dependent on the latter. Consequently, if other suppliers are available for the reseller to choose from, that reseller would not be considered dependent on its current supplier to the same extent. High switching costs are proposed to increase the interest in maintaining a good quality relationship with the supplier (Dwyer et al., 1987, p. 14). Recollecting the previous discussion about common and

individual goals, Bardauskaite (2014, p. 42) offers the following definition of dependence:
"the extent to which a customer firm needs the service provider to achieve its goals". The
customer firm would be the reseller, and the service provider would be the supplier.

Dependence is closely linked to power, a construct that is not explicitly part of this study.
However, Emerson (1962, p. 32) concludes that power lies latent in the reseller's dependency
on the supplier. Gaski (1984, p. 23) goes even further by suggesting that the concepts of
channel member dependence and sources of power in a marketing channel collaboration are in
fact inseparable. Accordingly, I end up involving power in the study – albeit implicitly – by
including dependence in my conceptual model. Since an asymmetrical channel relationship is
at the heart of the study, this could turn out to be an advantage. El-Ansary and Stern (1972, p.
51) view an understanding of the power-dependence model in a channel collaboration as
essential, if one wants to understand its outcomes and long-term existence. If the resellers
consider themselves largely dependent on the Supplier, TOI will most likely be low – and
vice versa.

Once again, the augmented layer of Kotler's core product (Supphellen et al., 2014, p. 83)
provides a good example. Resellers who depend on the Supplier's resources (e.g. printing
equipment, technical expertise), seen as critical to the service delivery, are consequently at a
power disadvantage (Hardy & Phillips, 1998, p. 219).

2.6 Interorganizational turnover intention

On March 22, 2017, I searched on the key term "interorganizational turnover intention" in the
Ebsco Business Source Complete database, which resulted in 77 hits. The same search in the
Emerald Insight database yielded 190 articles or chapters, but no case studies.

"A channel continues to function as a viable network as long as member firms are willing to remain in the system" (Robicheaux & El-Ansary, 1976, p. 23). What happens when the reseller starts having doubts about the collaboration? What made the organization come to that point?

Turnover intention (TOI) can be defined as "the perceived likelihood that a partner will terminate the relationship in the [reasonably] near future" (Bluedorn, 1982, as cited in Morgan & Hunt, 1994, p. 26). During the literary review, other labels of TOI were encountered, such as exit behavior (Hoppner & Griffith, 2015, p. 616), and propensity to leave (Morgan & Hunt, 1994, p. 23). Kumar et al. (1995, p. 55) refers to TOI as disengagement, and further divides this into two sub categories – "willingness to invest in the partnership, and expectation of continuity". If a reseller feels that the benefits or rewards gained from collaborating with the supplier do not outweigh the costs, it is likely that the reseller will start to consider other options. If no action is taken to curb or resolve the perceived inadequacy within the existing collaboration, it is bound to be terminated.

The definition of TOI above is mirrored in a definition of loyalty that was encountered in the literature review. Loyalty as a construct is not an explicit part of this study. However, that paper defined loyalty as "the intention of a buyer to continue the purchasing relationship with a supplier and to expand the quantity and volume of this relationship" (Homburg, Giering, & Menon, 2003, p. 38). The two definitions essentially express the same thing – to which extent the reseller intends to terminate, or continue, the collaboration with the supplier. One would therefore be led to believe that TOI and loyalty can be thought of as inversely related measures of each other. A loyal reseller would be likely to rate low on TOI, and vice versa.

2.7 Interorganizational relationship quality

This thesis looks at comprehensive, well-validated constructs that can be used to describe and understand relationships – between people, and between organizations. One of the numerous things that the literature review has certified is that they often tie in with each other. Looking at the big picture, there are no clear-cut beginnings and endings in between many of the constructs. Someway, in different forms and to various degrees, they are bundled together under the umbrella of relationship quality (RQ). Below is an account of relevant empirical findings, taken from articles that proved to be key publications during the review. They are presented in chronological order, with the oldest one first.

An increasing interest in RQ was sparked by Dwyer and Oh (1987, p. 347) with their study of an asymmetrical channel relationship from the perspective of resource dependency. Under the construct of RQ as the dependent variable, they added the subdimensions of satisfaction, opportunism and trust (Dwyer & Oh, 1987, p. 350). One of the main findings is that formalization – roughly associated with procedural fairness – is said to have a positive impact on RQ (Dwyer & Oh, 1987, p. 355).

In their Commitment-Trust theory of relationship marketing, Morgan and Hunt (1994) offered trust as one of two key mediating variables in a successful marketing relationship. They tested 13 hypotheses and found support for all of them. Contributing to this thesis are the findings that confirmed the positive relationship between trust and functional conflict, the negative relationship between opportunistic behavior (i.e. relational risk behavior) and trust, and the positive relationship between trust and commitment which in turn has a negative impact on the propensity to leave (Morgan & Hunt, 1994, p. 31). The influence of trust as a mediating variable, and its effect on TOI, is confirmed by a later study from 2004 which investigated the link between relationship value and RQ (Ulaga & Eggert, 2004, p. 321).

The frame for this thesis took form thanks to an investigation on the significance of supplier fairness in the development of relationships between smaller, vulnerable resellers and larger, dominant suppliers in the automobile industry (Kumar et al., 1995). Conflict, trust and expectation of continuity – amongst other things – were placed under the umbrella of RQ. One key finding of this study is that trust can be established, even in interorganizational relationships that are asymmetrical – if the more dependent partner (here: the reseller) is treated fairly by its counterpart (Kumar et al., 1995, p. 62). Another one is that procedural and distributive fairness both have a positive effect on RQ, although procedural fairness proved to have the stronger impact. This finding is supported by a study on authority in groups, which indicated this to be true for conflict, trust and turnover respectively (Tyler & Lind, 1992).

Delving into the relationship between suppliers and their customers in technology markets, one study highlights the complex interaction between a number of factors influencing trust – amongst others – and in turn the customer's intention to stay (de Ruyter, Moorman, & Lemmink, 2001). Intention to stay can be thought of as the opposite of TOI. Contextually, that study and this thesis appear relatively similar. The authors remark that customers have to trust their suppliers to make the product offering credible, as the customers' knowledge depends on the competency of the supplier (de Ruyter et al., 2001, p. 282). Trust was found to be positively related to the intention to stay (de Ruyter et al., 2001, p. 280).

A more recent example is a study from 2013, which investigated the role of long-term orientation (LO) and its influence on trust and dependence in a buyer - supplier relationship – seen from the buyer's perspective (Jiyoung, Jae-Eun, & Byungho, 2013). LO is defined as an organization's wish to build and maintain long-term relationships with its business partners in anticipation of future benefits (Ganesan, 1994; Morgan & Hunt, 1994, as cited in Jiyoung et al., 2013, p. 724). Lacking a previous, identical study to lean against, I positioned LO against the definition of TOI. The two of them do lead to opposite outcomes – the continuation versus

the termination of a channel collaboration. While that study considered the role of culture, which mine does not, two hypotheses are still relevant to this thesis. The claims that LO has a positive relationship with trust as well as dependence were both found to be supported (Jiyoung et al., 2013, p. 733).

Based on this overview, I present the following hypotheses:

H1) The higher the level of trust, the lower the level of TOI

H2) The higher the level of conflict, the higher the level of TOI.

H3) The higher the level of fairness, the lower the level of TOI.

H4) The higher the level of dependence, the lower the level of TOI.

3 Model

An illustrative model provides a good overview of the specific research question. This model shows the relationship between dependence, fairness, conflict, trust and TOI.
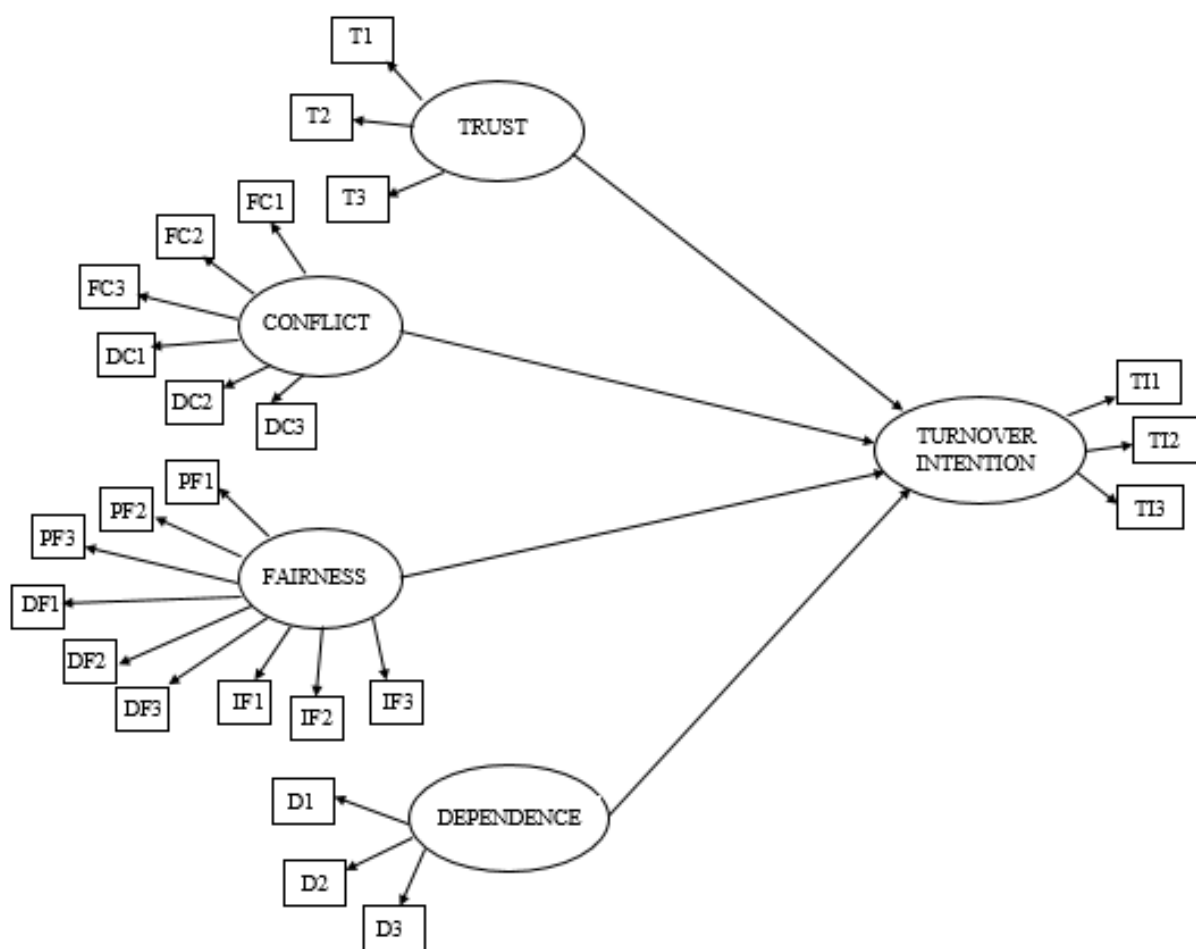
Figure 1: The relationship between trust, conflict, fairness, dependence and TOI.

4 Method

4.1 Research design

The idea behind the survey is to explain or cast light on the connection between trust, conflict, fairness, dependence and turnover intention in an interorganizational relationship. Said relationship consists of two parties forming a marketing channel alliance – the Supplier on one hand, and the reseller on the other. The survey will take on the perspective of the reseller, meaning I will require feedback from the reseller organizations within my chosen population.

The underlying assumption in the survey is that it examines already existing relationships between the resellers and their supplier. The purpose is not to find out the significance of each variable, prior to the reseller party possibly engaging in a collaboration with the Supplier.

I chose a descriptive research design for my study. This can be used when the researcher already possesses some basic knowledge of the specific context of the study (Gripsrud, Silkoset, & Olsson, 2004, p. 61). With ten years work experience from the print services market in Scandinavia, as a supplier as well as a reseller, the choice came naturally to me. A questionnaire will be used to collect information from the target population. It is the most common way to obtain data in this type of study (Gripsrud et al., 2004, p. 62).

Eventually, the collected data will be tested in terms of validity and reliability. Before that, potential sources of error associated with the survey might turn up as related to coverage, no response, and sampling (Gripsrud et al., 2004, p. 159). As I will be investigating an entire population, I do not consider errors related to coverage or sampling major concerns at this stage – provided that the contact lists (see next section) provided by the Supplier are correct. Most likely, errors due to low response rate will have the greatest impact on the results.

4.2 Sample

The population to be investigated consists of the resellers of a specific leading supplier within the print services market in Scandinavia – that is, the sovereign nations of Denmark, Norway and Sweden. As it happens, the Faroe Islands, Greenland and Iceland fall under Denmark in the administration on the supplier side. I chose not to separate them in regards of the actual survey, but rather bundle them together under Denmark.

The questionnaire is intended for one primary contact from every reseller organization. I plan to use the Chief Executive Officers, alternatively the owners, of the reseller organizations as key informants. That puts this study at an organizational level, rather than individual. The underlying idea is that the key informant will be instructed to answer the questions on behalf of his or her entire organization.

I contacted the Supplier's channel business managers in each country, and received relevant names and contact information of all the resellers. The lists confirm that the population consists of a total of 63 partner organizations. A quick overview showed that a small number of individuals were listed more than once, as CEO or owner of more than one reseller organization. These cases were bundled together in the sense that each respondent was asked to complete the survey only once. This led to a slight decrease in the total population, which is now at 58 individuals. I deem it realistic to distribute the questionnaire to all of them.

4.3 Measurements

Having decided to use a questionnaire survey, it is essential to ensure that the feedback received is reliable and valid for the constructs one has committed to measure (Gripsrud et al., 2004, p. 113). Within the scope of this master thesis, the task of building a questionnaire from scratch was discouraged due to inexperience as this process is very time consuming. Therefore, I put together the questionnaire borrowing items from several different, peer

reviewed and validated surveys. To facilitate as much as possible for the respondents, all items were measured using seven point Likert scales – except for the items in the demographic section. The specific supplier was mentioned by name throughout the questionnaire. In the appendix version, the name has been replaced with "the Supplier" for anonymization purposes.

The questionnaire was first created in English. After the pre-test (see section 4.4), it was then submitted for translation to three native speakers of Danish, Norwegian and Swedish. All three have an academic background, and speak fluent English. Upon receiving the translated versions, I – as a fluent speaker of all three languages – translated them back to English to ensure all three were as similar as possible to the original.

The original English questionnaire, as well as the translated Danish, Norwegian and Swedish versions, are shown in attachments 1-4. An overview of the constructs, their corresponding items and underlying theories is shown in attachment 5.

Below is a brief account of each individual construct and its items, on the background of the article from which they were borrowed and adapted. Secondary sources were used where I could not get access to the original article. In these cases, I ensured that the medium where the original was published was also to be found in NSD's – the Norwegian Centre for Research Data – registry of scientific publication channels, assigned to level 1 or 2.

4.3.1 Interorganizational trust

These three items were adapted from the work of Shankar Ganesan (1994, p. 17). The article highlights trust as one of the key ingredients for a relationship between a supplier (vendor) and a reseller (retailer) to be successful. Here, trust is further divided into two separate dimensions – credibility and benevolence. Credibility is defined as the degree to which the reseller believes that the vendor is experienced enough to handle its responsibilities in an

effective and trustworthy manner (Ganesan, 1994, p. 3). Benevolence is described as the degree to which the reseller believes that the supplier's intentions and motives towards the reseller are beneficial during situational change (Ganesan, 1994, p. 3). There is one main reason behind my choice to derive all items from the benevolence dimension. It appears that this perspective better encompasses an overall notion of trust that I wanted to capture, as it highlights the aspect of change. Based on the times we are in today, in the wake of the previously mentioned Internet boom, it is safe to say that the only thing one can be completely sure of is that times will change. Moreover, they will do so fast. My belief is therefore that resellers will want to ally themselves with a supplier who will be there for them and support them during these situations.

4.3.2 Interorganizational conflict

The three items under functional conflict were adapted from three separate sources; Brown and Day (1981), Etgar (1979) and Morgan and Hunt (1994). Brown and Day (1981) and Etgar (1979) both lean against the same conceptional model of organizational conflict, which suggests to view it as a dynamic process that moves through five different stages (Pondy, 1967, p. 299). Morgan and Hunt take on a somewhat larger perspective in the sense that conflict is seen as an outcome as opposed to precursor, and as a part of their commitment-trust theory (1994, p. 23). All three item sources share the notion that functional conflict suggests a call to action. It means moving from a stage of having thoughts and feelings about the conflict, to a behavioral stage when actions are taken to resolve it. When the conflict is resolved in a favorable manner, it is considered functional. In this sense, the situation is a useful stage where individuals and organizations can bring up and discuss their issues with each other and arrive at a joint resolution (Deutsch, 1969, p. 19).

Due to the wording, all three functional conflict items (FC1-3) were reversely coded before running the analyses in SPSS (IBM, 2012). This measure is taken to prevent response bias (Pallant, 2013, p. 89). To correspond with the rest of the questionnaire, it is necessary to ensure that a high scoring on these items is equal to a high level of functional conflict and not the opposite.

Dysfunctional conflict was also measured using three items, all adapted from the previously mentioned study on the role of supplier fairness in interorganizational relationships (Kumar et al., 1995, p. 64). Conflict is, again, described as a dynamic process that moves through five different stages. The notion of dysfunctional conflict is divided into two different dimensions – affective conflict, and manifest conflict (Brown, Lusch and Smith, 1991, as cited in Kumar et al., 1995, p. 58). The reason for opting to retrieve all three items from the emotionally oriented perspective, is that it appears to make a suitable complement to the action oriented alternative above.

4.3.3 Interorganizational fairness

Procedural fairness was measured using three items, adapted from a study on justice in a sales force context (Brashear, Brooks, & Boles, 2004, p. 89). It is worth noting that the authors discuss the words fairness and justice synonymously. Thibaud and Walker, as cited in Brashear et al. (2004, p. 87), describe the dimension in terms of the fairness of rules and regulations, and the process or mode of application where these are being used.

Distributive fairness was measured with three items, adapted from a report on two studies on precursors of organizational citizenship behaviors in a personal selling context (Netemeyer, Boles, McKee, & McMurrian, 1997, p. 96). The dimension is also described as focused on fairness in rewards allocation – individuals' perception that they have been rewarded fairly, given the circumstances.

Interactional fairness was also measured using three items, adapted from a meta-analytic review of 183 justice studies (Colquitt et al., 2001, p. 427). Bies and Moag, as cited in Colquitt et al. (2001, pp. 426-427), use the word interactional justice rather than fairness and define it as the quality of the interpersonal treatment individuals receive when implementing procedures. It is divided into two subdimensions – interpersonal justice and informational justice (Colquitt et al., 2001, p. 427). The choice to derive all items from the interpersonal subdimension is based on my perception that the definition of informational justice appears to lie too close to the definition of procedural fairness.

4.3.4 Interorganizational dependence

Dependence, or dependency, was measured using three items – all adapted from Lusch and Brown's (1996, p. 35) investigation into three dependency structures and their significance for contractual agreements and performance in a marketing channel relationship. The three different structures are: reseller dependent on supplier, supplier dependent on reseller, and the bilateral model (Lusch & Brown, 1996, p. 19). The construct is closely linked to power as well as turnover intention. It is described in terms of stronger and weaker parties where the stronger party is less dependent and more powerful, while the weaker party is more dependent and less powerful and may be more inclined to terminate the relationship (Lusch & Brown, 1996, p. 21).

4.3.5 Interorganizational turnover intention

TOI was measured using three items, adapted from Ping's study (1993, p. 348) on precursors and response intentions to problems in the relationship between hardware retailers and their suppliers. TOI, also called exiting, is referred to as one of four responses to problems in a channel relationship – a potential retailer reaction, based on aspects such as satisfaction with the relationship or attractiveness of other available suppliers (Ping, 1993, p. 324).

In order to prevent response bias, the last two TOI items (T2-3) were also reversely coded before running the analyses in SPSS (IBM, 2012).

4.4 Pre-test

I pre-tested the English questionnaire on three Norwegian colleagues, all of whom are fluent English speakers. First, the test subjects were asked to sort each individual item in under the corresponding construct. This was done to check for face validity – a subjective assessment of the degree to which the items appear to be measuring what I intend them to measure (Gripsrud et al., 2004, p. 122). Secondly, they were asked to review the questionnaire in its entirety and share thoughts on the general impression.

4.5 Group interview

To further probe the outcome of the data analysis, as a complement to the questionnaire, I wanted to conduct a group interview to find out if the results appear credible. Despite the group interview label, the hope was to gain additional insights sparked by mutual inspiration in between the group participants – typically associated with a focus group (Gripsrud et al., 2004, p. 60). A group interview is part of an explorative rather than a descriptive research design. Its results cannot be used to make generalizations about the entire population (Gripsrud et al., 2004, p. 109). However, the subjective opinions of the respondents should provide valuable pointers in regards of the model testing. Also, an explorative method can be a useful supplement when one does not have a large amount of quantitative data to rely on in the first place.

4.5.1 Sample

Aiming to take advantage of group dynamics, the group would have to consist of people who were able to attend the interview in person. For logistical reasons, I was therefore not able to select participants on a completely random basis from the pool of questionnaire respondents. I

divided the group geographically, and concentrated my efforts on the individuals closest to my own location.

The group interview was conducted in the final phase of the master thesis. At that point in time, the constructs had been tested for reliability and validity, as well as significant relationships within the conceptual model. The additional information gained from the group interview has been incorporated into section 6.

5   Results

5.1   Data collection

5.1.1 Questionnaire

For designing and building the questionnaire, I used the web based survey system Survey Xact (Rambøll Management Consulting, 2015). On January 31, 2017, the survey was distributed to the entire population with a response deadline set for two weeks later. On February 3, 2017, the first reminder was sent out to everyone who had not responded at that time. A second reminder was sent out on February 8, 2017. The week before the survey was distributed, I called all 58 respondents by phone to briefly introduce myself and the project, to gain acceptance for it. In the cases where no one answered, I left voicemails where possible and sent out a standardized introduction email in bulk after completing the calling round.

In the attempt to increase participation, I offered the respondents an incentive provided that a high enough response rate (75 %) was obtained. Everyone was informed about this – either by phone, voicemail or email – before the questionnaire was distributed.

5.1.2 Group interview

The group interview took place on April 28, 2017. To maintain the anonymity of the participants, neither film nor audio recording was used during the interview. I took notes which I gave the participants the opportunity to proof read before the session ended.

The agenda for the group interview can be found in attachment 8.

5.2   Achieved sample

5.2.1 Questionnaire

The questionnaire was distributed to 58 respondents – 21 in Denmark, 22 in Norway and 15 in Sweden. I received 36 replies in total, all of which were fully completed. This is equal to a response rate of 62 %. The response rates for Denmark, Norway and Sweden were 63 %, 63 % and 66 % respectively. All the questions in the survey were mandatory, even the ones concerning the demographics of the respondent.

Of the 36 respondents, 35 are male and one is female. Twenty-one individuals (58 %) reported that they are the owner of the reseller organization, while eleven (31 %) reported their current job title as Chief Executive Officer. That leaves four respondents (11 %) who crossed off the "Other" category, and provided additional information – all of which proved to be related to Sales Manager roles. I can only speculate on why these four were provided as primary contacts by the supplier. There could be a difference in affiliation, in the sense that these resellers function more as a pure sales organization compared to the rest.

The average respondent is 46 years old, and has been with his or her reseller organization for 14 years which, in turn, has carried the products and services of the Supplier for 16 years.

In terms of mono versus multi brand partnership, 26 respondents (72 %) reported that their organization sells and / or supports the Supplier brand exclusively. Ten respondents (28 %)

stated that they sell and / or support not only the Supplier, but other supplier brands simultaneously.

Sixteen of the respondents (44 %) reported that their organization is an Authorized Service Provider (ASP), meaning they are certified to provide repair and maintenance services on the Supplier's products. Ten respondents (56 %) reported that they are not an ASP, meaning these resellers rely on the Supplier and its subcontractors to perform this service for their own customers.

When it comes to the 62 % response rate, the first question that comes to mind is what kind of foundation this provides for the rest of the research in terms of conclusions and generalizations. Baruch (1999, p. 434) recommends a distinction be made between surveys that are targeted to top management or organization representatives, and those targeted to middle managers and ordinary employees. This study belongs to the former, and falls well within the suggested norm of 36 % +/- 13. The same author reestablishes this finding in a more recent review on organizational research, where the suggested benchmark is 35 – 40 % (Baruch & Holtom, 2008, p. 1155). It is also confirmed that organizational level studies, targeting top management representatives, are more likely to get a lower response rate (Baruch & Holtom, 2008, p. 1155). It remains to be seen whether the results will correspond to those of previous studies, which would provide additional credibility to my study.

5.2.2 Group interview

Neither age nor gender was taken into consideration when selecting participants. This may have been a disadvantage in terms of diversification. The group ended up consisting of three male participants, all from the same geographic region.

5.3   Data analysis

The data were processed in SPSS release version 21.0.0.0 (IBM, 2012). A description of the data including its validity as it relates to reliability, convergence and discriminance will be accounted for below.

5.3.1 Descriptive statistics

A review of the data descriptives confirms that the average scoring on the items for trust come in between 4,3 – 4,7. The average scores on the items for conflict (2,2 – 4,1) and fairness (3,8 – 5,7) show that they have a larger spread compared to the other constructs. The items for dependence came in with an average scoring of 3,9 – 4,6. TOI came in with the lowest average score of all the five constructs at 2,3 – 3,9, which also confirms a relatively large spread.

The item with the lowest average score of all is the last conflict item (DC3) which rated 2,2: "*When I think about my organization's relationship with the Supplier, I feel hostility*". The item with the highest average score of all is the first interactional fairness item (IF1) which rated 5,7: "*During joint dealings, the Supplier representatives always act politely towards my organization and all its representatives*".

The descriptive statistics table can be found in attachment 6.

5.3.2 Construct validation

When the data has been collected and the initial summaries have been produced, in terms of achieved sample and data descriptives, it is time to test it for reliability and validity. This will be done in SPSS (IBM, 2012). At this stage, the goal is to find out to what extent random and systematic errors have managed to sneak themselves into the equation during the methodological development process. High reliability and validity increase the credibility of

the study. It also means that the collected data is well suited to shed light on the research question (Holme & Solvang, 1996, p. 153).

5.3.2.1 Reliability

Reliability is measured to get an indication of how free the data is from random error (Pallant, 2013, p. 6). A main concern is the data set's internal consistency – how well the questionnaire items go together in the sense that they all measure the same underlying construct (Pallant, 2013, p. 101). Generally speaking, a Cronbach's Alpha level of minimum 0,7 is recommended (Nunnally, 1978, as cited in Pallant, 2013, p. 6). However, when the scale includes fewer than 10 items, lower values can be expected (Pallant, 2013, p. 101)

An overview of Cronbach's Alpha for all constructs can be found in attachment 7. It confirms that the statistic value falls within the guidelines for all constructs. TOI has the lowest value of all, coming in at 0,65. Interestingly, for all the other constructs, Cronbach's Alpha falls between 0,84 – 0,90 despite the relatively small number of items.

5.3.2.2 Convergent validity

Convergent validity indicates to which degree there is consistency between multiple items that are set out to measure the same construct (Reve, 1985, p. 55). This is often tested by performing a factor analysis. When checking for convergent validity at item level, the criterion is that the items should display a high loading on the first factor (Reve, 1985, p. 59). The aim is to find out if the questions, which are meant to measure the same construct, correlate highly with each other.

Construct	No. of items	Cronbach's Alpha	Factor analysis		
			% variance 1st factor	Factor loading max - min	Communalities max - min
Trust	3	0,84	76	0,92 – 0,80	0,84 – 0,64
Conflict	6	0,87	62	0,85 – 0,67	0,73 – 0,45
Fairness	9	0,90	86	0,97 – 0,81	0,95 – 0,66
Dependence	3	0,87	80	0,91 – 0,87	0,83 – 0,75
TOI	3	0,65	60	0,83 – 0,67	0,69 – 0,45

Table 1: Reliability and factor analysis – item level overview

Communalities indicate the proportion of each variable's variance that can be explained by the factors. The lower the communalities, the less the item(s) have in common with the others under that same variable. The factor analysis in the table above confirms that trust, fairness and dependence have high convergent validity. The last two constructs – conflict and TOI – have somewhat lower convergent validity.

Pallant (2013, p. 190) points out that a factor analysis performed on a small data set will not generalize as well as a factor analysis obtained from a larger sample. My survey yielded 36 responses, which is considered small. Within the framework of this thesis, I choose to rely on the peer reviewed sources from which items were borrowed and ascribe the low convergent validity to circumstantial reasons.

5.3.2.3 Discriminant validity

Discriminant, or divergent, validity can be done at construct level and is used to get an indication of the degree to which the constructs differ from one another (Reve, 1985, p. 55). Before checking for discriminant validity, an adapted data descriptives table at construct level is presented below. The values were obtained by computing the means of the items of each overarching construct. This was also done in SPSS (IBM, 2012).

Construct	Min	Max	Mean	Std. Dev.	Skewness	Kurtosis
TRUST	2,00	7,00	4,509	1,395	,026	-,726
CONFLICT	1,00	5,17	3,310	1,230	-,238	-1,074
FAIRNESS	2,33	7,00	4,790	1,037	-,378	,202
DEPENDENCE	1,00	7,00	4,241	1,626	-,214	-,906
TOI	1,00	5,00	3,120	1,141	-,177	-1,027

Table 2: Data descriptives at construct level

A correlation analysis can be used when a study consists of several constructs, that are preferably closely connected (Reve, 1985, p. 55).

Construct	TRUST	CONFLICT	FAIRNESS	DEPENDENCE	TOI
TRUST	1				
CONFLICT	-,616[**]	1			
FAIRNESS	,812[**]	-,718[**]	1		
DEPENDENCE	,412[*]	-,334[*]	,431[**]	1	
TOI	-,273	,328	-,310	-,468[**]	1

Table 3: Correlation analysis at construct level

Table 3 shows that the overall level of discriminant validity is quite good. However, the correlation between trust and fairness is strongly positive which indicates that the two constructs are closely related as measured in the given context.

5.4   Model testing

A collinearity check of the data was performed to verify if multicollinearity might pose an issue, or if the data is suitable for a regression analysis. I wanted to ensure that the correlation in between the independent variables was not too high. VIF – variance inflation factor – values above 10 would be a reason for concern (Pallant, 2013, p. 164). The VIF values derived from my data ranged between 1,25 and 3,87 which indicates that multicollinearity is not likely to be a problem.

A regression analysis was then conducted to verify the explanatory power of trust, conflict, fairness and dependence as independent variables, as they relate to TOI as dependent variable.

The purpose is to find out how variations in the independent variables explain variations in the dependent variable (Gripsrud et al., 2004, p. 263).

Dependent variable	Independent variable	R²	B	Sig.
TOI	Trust, Conflict, Fairness, Dependence	0,252		0,054
TOI	Trust		0,025	0,911
TOI	Conflict		0,184	0,383
TOI	Fairness		-0,019	0,955
TOI	Dependence		-0,285	0,026

Table 4: Regression analysis – TOI as dependent variable

Table 4 shows that altogether, trust, conflict, fairness and dependence explain 25 % of the variance in TOI and that this relationship is significant. Looking at each independent variable separately, only dependence constitutes a significant, negative, relationship with TOI.

This supports one of four hypotheses – H4: *The higher the level of dependence, the lower the level of TOI.* H4 was adapted from a previous study, which could confirm a significant positive relationship between long-term orientation and dependence (Jiyoung et al., 2013).

5.5   Comparison between two groups

5.5.1 Mono brand versus Multi brand resellers

Furthering the results of the regression analysis, I wanted to find out if there is a significant difference in dependence and TOI between the resellers who support only the Supplier (mono brand reseller) and the ones who supports other suppliers as well (multi brand reseller). To do this, I ran a Compare Means analysis including ANOVA in SPSS (IBM, 2012).

		Dependence	**TOI**
Mono brand N = 26	Mean Std dev.	4,59 1,42	3,05 1,22
Multi brand N = 10	Mean Std dev.	3,33 1,85	3,30 0,95
	Sig.	0,036	0,566

Table 5: Comparison of mono and multi brand resellers.

Table 5 shows that there is a significant difference in dependence between the two groups. The multi brand resellers consider themselves significantly less dependent on the Supplier, as compared to the mono brand resellers. It seems logical to think that a reseller who is involved with more than one supplier would consider itself less dependent on one specific, singled-out partner. This is a speculation however, as I did not consider this specific distinction during the literary review.

There is no significant difference in TOI between the two groups, which suggests that another form of mechanism is involved in the explanation of TOI in the given context. Possible explanations for the lack of difference is therefore suitable for further probing in future studies.

The analyses have been conducted, and an overall discussion is in order. Given the circumstances, I choose to rely on the validation performed by previous sources and will proceed to discuss all constructs as they stand.

6   Discussion

The purpose of the study was to investigate what kind of connection there is between trust, conflict, fairness, dependence and turnover intention in the interorganizational relationship between a leading supplier and its resellers in the Scandinavian print services market.

Approaching the end of the journey, reviews and evidence suggest that interorganizational relationships is an intricate field of study. Taking on the task of charting it is daunting for a new researcher, but a valuable learning experience nonetheless.

Building on existing research, including a carefully planned data collection, does not guarantee that the study will reach "by the book" results. Even with a reliable and well validated foundation, this study could only confirm one out of four hypotheses – a small price to pay for venturing into the unknown. As I set out to capture non-contractual elements of an interorganizational relationship, I chose to lean against Social Exchange Theory (SET) which has been criticized for being vague and ambiguous. My study was built on well known, comprehensive constructs that the literary review confirms play important roles in interorganizational relationships. However, the way they were set up in the conceptual model did not appear to be the correct combination. Due to the lack of an established set of constructs to use as a starting point, this comes as no surprise. It reinforces the impression of interorganizational relationships as a scattered domain.

There are three insights that stand out. Firstly, other studies have often bundled the variables together in different combinations under a collective umbrella in the name of relationship quality. Secondly, in many of the cases, the variables were investigated in their role as mediator or moderator in the relationship between yet another set of variables. That is, they were used to check if they explain or affect the strength of the relationship between other independent and dependent variables. In comparison, my conceptual model appears too simple for the occasion as it examines direct effects between the variables. Thirdly, few interorganizational channel studies have singled out TOI as dependent variable in the past, which allowed for this thesis to charter a somewhat unknown territory.

What the study did succeed in confirming is the significant relationship between dependence and TOI in an interorganizational relationship, which finds support in a previous study (Jiyoung et al., 2013). According to Stern and Reve (1980), dependence is the foundation on which everything else takes place, and where channel power inherently stems from. This could indicate that the role of dependence is so fundamental that it overshadows the effects of the other constructs in the given context.

Speaking of the unknown, the purpose of the group interview was multifaceted. First, I wanted to obtain additional thoughts and comments on the low discriminant validity between trust and fairness. Interview input confirms that this connection appears logical in the sense that it is difficult to separate the two. Participants described fairness as a prerequisite for trust, referring to the former as an inherent part of the latter. They unanimously stated that they would not trust a supplier that did not also appear to be fair. This statement concurs with part of a previous study which confirmed that trust can be established in an asymmetrical relationship, if the more dependent partner is treated fairly by its counterpart (Kumar et al., 1995).

Secondly, I wanted to check the credibility of the finding that dependence appears to have the upper hand on the other constructs in terms of TOI. The hypothesis on its negative relationship with TOI was confirmed by a previous study (Jiyoung et al., 2013), and gained additional support amongst the group participants. Interestingly, they quickly brought the marriage metaphor into the equation. In the past, couples seemed to stick together no matter what. One part, referred to as the weaker party of the relationship, was said to be dependent on the marriage to cover basic needs such as food and safety. A consequent suggestion was made, that the weaker party might very well have wanted to put an end to the relationship but did not dare to – for the lack of available alternatives. I asked the participants to relate this to the context of the study, which they did. Thoughts emerged on the relationship between the

Supplier and its resellers being far from equal. The individual resellers are much more dependent on the Supplier for resources required to create value for their own end-customers. The Supplier, on the other hand, was referred to as not being dependent on each one of its resellers to the same extent. The marriage metaphor has been used in the past. In fact, Dwyer et al (1987, p. 14) referred to relationship marketing as a marriage between buyer and seller. I previously proposed that having a supportive supplier becomes increasingly important when the market offer is technically complex. Levitt, who coined the marriage metaphor, stated that "the sale merely consummates the courtship. Then the marriage begins. How good the marriage is depends on how well the relationship is managed by the seller" (1983, as cited in Dwyer et al., 1987, p. 14). This suggests that a large part of the responsibility for an asymmetrical channel business relationship to be successful – for both parties – lies with the supplier.

Based on this, the interview participants also agreed on the credibility of the finding that the multi brand resellers are significantly less dependent on the Supplier, as compared to the mono brand resellers.

Thirdly, I wanted to probe the participants' thoughts on the conceptual model in its entirety. Referring to the example of trust and fairness, I wanted to find out if they could think of any other pairs of tightly associated variables that had been fully or partially included in the model. The first pair mentioned was dependence, which is part of the model, and power, which is not. Gaski (1984, p. 23) suggested that these two variables are inseparable. The interview participants made associations to a supplier that may act to maintain a certain level of dependence among its resellers, so as not to turn the power ratio in the other direction. On a more comforting note, one participant suggested that today's development within the fields of communications and technology could work to the advantage of the resellers. Disruptive innovations and big data force companies to act more open in their relationships – with end

customers as well as business partners. Small local resellers might be more apt and quick to respond to this ever-changing environment, as opposed to large multinational suppliers. There is a shift in power as the resellers become less dependent on their supplier, when they start looking for more agile business partners.

A second pair of closely knitted variables that came up was that of TOI, which is part of the model, and loyalty and commitment which are not. Although not as engaging as the discussion on power and dependence, the participants agreed that TOI and loyalty / commitment can be thought of as mirroring each other. The variables indicate the reseller's intention to continue its relationship with a supplier. This statement is echoed in the definition of loyalty from Homburg et al. (2003, p. 38).

Towards the end of the group interview, the discussion focused on variables that might be missing from the conceptual model. The most popular suggestion was reseller satisfaction, which was thought of as natural to include in a progression of the model. The participants agreed that the next logical step to take would be to examine the role of satisfaction in the given context. As interesting as that discussion was to keep going, it will have to be a theme for someone else's thesis.

6.1   Strengths and weaknesses

6.1.1 Research design

My goal was to describe the situation in one specific field or context, which is the main purpose of a descriptive study (Gripsrud et al., 2004, p. 61). I already possess knowledge of the context from work experience, which I believe has guided me well in making sense of the outcomes. It has also backed my ability to keep challenging the results, when they did not turn out as expected. The downside is that I could be considered too invested in the topic, as I work for one of the resellers that is part of the study. This may make it difficult to maintain a

professional distance by wanting to draw conclusions from the results that are not backed up by previous research, which I have avoided to the best of my knowledge.

6.1.2 Measurements

My questionnaire was built up of items borrowed from several peer-reviewed and validated sources. The general feedback after the pre-testing was good. I did receive some pointers regarding the specific order of the constructs which turned into a discussion on positively versus negatively loaded constructs and possible consequences for data quality. This was considered in the final version of the English questionnaire, before it was forwarded for translation. Trust was put first, serving as a foundation for the rest to come. Conflict was separated from TOI to avoid causing any unnecessary emotional stir-up on behalf of the respondents.

The choice to translate the English questionnaire into Danish, Norwegian and Swedish was done with the hope of increasing the response rate of the survey. A search on "questionnaire translation difficulties" in Google Scholar on March 17, 2017, confirms that issues appear to be related mainly to cross-cultural studies. Within the framework of this study, I opted to refer to Denmark, Norway and Sweden as culturally similar. However, to make the translated versions as uniform as possible, I followed the advice to communicate the content meaning of the questionnaire to the translators, providing context and emphasize the use of an active voice (Brislin, Lonner, & Thorndike, 1973, as cited in Yu, Lee, & Woo, 2004)

6.1.3 Sample

The population consisted of all the resellers of a specific leading supplier within the print services market in Scandinavia. The questionnaire was easily distributed to all of them, and it reached a 62 % response rate. I trust that the contact lists provided by the Supplier were correct and up to date, which is why I do not consider coverage or sampling errors major

concerns. However, if the individuals who did not respond all have one or more key factors in common, this could lead to nonresponse errors. The risk of measuring errors related to the questionnaire was minimized by pretesting it with satisfactory results.

I chose to use key informants, to make it an organizational level study as opposed to individual level. Key informant bias has been referred to as "the most serious methodological threat in the context of channel management research" (Gaski, 1984, as cited in Krafft, Goetz, Mantrala, Sotgiu, & Tillmanns, 2015, p. 576). Using multiple informants, which I did, is presented as one way of handling the issue (Kumar, Stern, & Achrol, 1992, as cited in Krafft et al., 2015, p. 576).

6.1.4 Data collection

The questionnaire was distributed in late January 2017. At that point in time, the Supplier had undergone several restructuring processes which have had – and will continue to have – an impact on its channel business members. As an example, the decision-making authority on the Supplier's side is becoming more decentralized. This could have had an impact on the survey responses across all constructs. Furthermore, a steep decline in the oil and gas industries may have influenced how primarily the Norwegian resellers responded to the survey. Many people have lost their jobs because of the downturn, and its ripple effects continue to affect not only the resellers' end customers, but the resellers themselves, and ultimately the Supplier. The end-customers' downsizing could potentially lead to inter-channel competition, meaning that the resellers compete with the Supplier for the same customers. This may also have influenced the responses.

6.1.5 Achieved sample

The small achieved sample of 36 respondents makes it problematic to draw conclusions based on just that result. Even though I made it very clear in the questionnaire, that individual

anonymity would be maintained, this may have been a concern of the population. Technically speaking, I could be thought of as their competitor. Consequently, to check if the result seemed credible, I opted to complement with a group interview. It seemed like the group interview participants spoke freely and did not worry about their anonymity not being maintained. In my capacity as interviewer / moderator, I may still have had an influence on the answers they provided.

6.1.6 Analysis

Upon completing the data analysis, I chose to use all the constructs as they stand. Regarding the low discriminant validity between trust and fairness, it turned out that they did not have a significant impact on TOI in the given context.

6.2   Implications

In terms of my study's significance for existing theory, I understand this to be its ability to confirm results from other studies and make further generalizations. My study found support for one hypothesis, adapted from a previous study (Jiyoung et al., 2013) which found a significant positive relationship between dependence and long-term orientation – H4: The higher the level of dependence, the lower the level of TOI. I approach the ability to make generalizations from the achieved sample with precaution. As the questionnaire reached a 62 % response rate, which is within recommendations, a new researcher might be tempted to claim that the study's finding holds true for the entire population as well as having a potentially wider significance. Speaking against this is the small population size to begin with, the lack of information on the non-responding part, and the lack of a framework to lean against for support. I speculate on the greater likeliness that the finding would hold true for the chosen population, as opposed to "the rest of the world". Referring to the scattered domain

at hand, the potentially wider relevance would be more related to implications for future research which are discussed below.

One might be inclined to think negatively about the fact that the study only succeeded in finding support for one of four hypotheses. However, in the intricate field of interorganizational relationships, I interpret the finding as having discovered a starting point for future research. Referring to the critique against SET, I propose that a set of specific constructs – which dependence should be part of – be established first via explorative methods. This certainly represents a demanding task on its own. However, once researchers have a common foundation to start from, comparing the results from their respective descriptive studies will be more rewarding. At that point, it would make more sense to start experimenting with the constructs in different constellations, also in terms of mediating or moderating variables. Once a common ground is reached, one could introduce the dyadic perspective to the equation for additional insight. The results from a reseller study could be held up against the supplier's self-evaluation along the same variables, to check if the two correspond.

How can my finding be of beneficial use to leaders today? At first, I may have been too quick to discard it on behalf of the resellers. The study examined already existing channel relationships. It could be that the reseller organizations feel that they are "stuck" in the collaboration, and that it is too late to do anything about it. This is likely more relevant to the mono brand resellers, as opposed to the multi brand resellers. In this case, the finding might serve as a reminder concerning new collaborations. Leaders should pay attention to possible consequences, in terms of their own organization's dependence, when evaluating future business partners. By weighing the risks against the rewards in advance, the groundwork is laid for a beneficial collaboration. The finding of the study could mean something completely different to suppliers. The more dependent their resellers are, the more likely they are to

remain in the collaboration. Leaders on the supplier side can choose to use or misuse this information, depending on whether they want satisfied or dissatisfied resellers.

7 Conclusion

At the very beginning of this thesis project, I was advised not to let perfection become my enemy. Taking on the task of researching a field as intricate as interorganizational relationships turned out to be somewhat of a bumpy ride. Literary review groundwork was done, variables were chosen, and items were collected, tested and analyzed. The study was based on five well-known, validated and peer reviewed constructs joined together in the following research question: What is the connection between trust, conflict, fairness, dependence and turnover intention in an interorganizational relationship?

I surveyed the Scandinavian resellers of a leading print services supplier. The questionnaire generated a limited amount of data. Out of the four hypotheses derived from the research question, the study could confirm one: the higher the level of dependence, the lower the level of turnover intention. Trust, conflict and fairness do not appear to have significant relationships with turnover intention in the given context. A group interview was set up to probe these outcomes further, which provided a lot of valuable insight – in terms of the specific study, and on channel business relationships in a larger perspective.

Initially, the result may have seemed disappointing to a new researcher. But, come to think of it, non-findings are also findings. A conceptual model will never be able to explain everything perfectly. Referring to the scattered field of study in question, at times, the difficulty to maintain a common thread throughout the project could not be denied. Evidence suggests that a more advanced conceptual model is called for, and the contribution of this study can be that of a starting point.

Completing a master thesis project has been a humbling experience. I emerge from it with a newfound respect for research work, and the time and effort of a business leader. Well-informed decisions line up to be made, uncertainty is always present, and the time frame is never long enough. As a leader, I need to know which sources I can trust, to ensure that my decision-making helps the organization move in the right direction. Communications and technology developments have led to an abundance of information, available at my fingertips. I need to be very specific about how I want to use it to reach organizational goals. Therefore, I need to be critical to what I read and whom I listen to, and the future should be a bright one.

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Appendix

Attachment 1 – Danish questionnaire

Hej

Tak for at du tager dig tid til at udfylde dette spørgeskema.

Undersøgelsen fokuserer på dig i din rolle som primær kontaktperson i din organisation, og den relation I har med Leverandøren som jeres leverandør.

Du vil blive bedt om at svare på fireogtyve udsagn, som omhandler, hvorledes du vurderer samarbejdet med Leverandøren på baggrund af et forudbestemt sæt egenskaber. Endelig bliver du bedt om at dele nogle personlige oplysninger, som skal tjene som baggrundsinformation for undersøgelsen.

Undersøgelsen er frivillig, men jeg håber, at så mange som muligt vil tage sig tid til at fuldføre den. Du bedes venligst svare så ærligt som muligt. Der er ingen rigtige eller forkerte svar, og **der er ingen risiko** for, at de oplysninger, du giver kan bruges til at identificere dig på noget tidspunkt. Dine svar vil blive **anonymiseret**, og vil ikke blive brugt i nogen anden sammenhæng end denne masterafhandling.

Du kan bevæge dig frit mellem spørgsmålene, men alle spørgsmål skal besvares.

Anslået tid til at fuldføre: 10 minutter.

Venlig hilsen,
Malin Jelsgaard

Hvordan vil du beskrive Leverandøren som partner når det gælder pålidelighed og hensyntagende?
De næste tre udsagn handler om dette.

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
1) Min organisation kan altid stole på Leverandørens opbakning i sager, der er vigtige for os	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
2) Leverandøren er oprigtigt interesseret i min organisations velfærd	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
3) Min organisation føler, at Leverandøren vil have os til at lykkes	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

**Alle relationer indebærer forskellige former og grad af udfordringer.
De næste seks udsagn handler om dette.**

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
4) Min organisation har meget få uenigheder med Leverandøren	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
5) Når der opstår uenigheder mellem min organisation og Leverandøren løses de hurtigt og problemfrit	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
6) Alle meningsforskelle mellem min organisation og Leverandøren, behandles professionelt	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

Når jeg tænker på min organisations relation til Leverandøren, føler jeg:

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
7) Vrede	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
8) Frustration	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
9) Fjendtlighed	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

**Hvordan vil du karakterisere den måde, hvorpå Leverandøren interagerer med din organisation i form af arbejdspraksis, anerkendelse og generel fremtoning?
De næste ni udsagn handler om dette.**

Vi oplever at Leverandøren altid:

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
10) administrerer arbejdsregler og retningslinjer på en retfærdig måde	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
11) følger retfærdige procedurer i beslutningsprocesser, der påvirker min organisation	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
12) anvender arbejdsregler og retningslinjer konsekvent overfor alle partnerorganisationer	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Leverandøren belønner regelmæssigt min organisation:

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
13) for vores bidrag til og støtte af deres produkter og tjenester	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
14) for den indsats, som vores firma lægger i at styrke Leverandørens varemærke	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
15) for det arbejde vi udfører, for at kunne drive vores forhandlerorganisation så vellykket som muligt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Ved felles anliggender, oplever vi at Leverandørens repræsentanter altid:

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
16) handler høfligt mod min organisation og alle dens repræsentanter	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
17) behandler min organisation og alle dens repræsentanter med respekt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
18) behandler min organisation og alle dens repræsentanter med værdighed	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Fra et overordnet perspektiv, i hvor høj grad vil du sige, at din organisation er afhængig af relationen til Leverandøren?
De næste tre udsagn handler om dette.

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
19) Det ville være meget svært for min organisation at erstatte Leverandøren som leverandør	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
20) Det ville være meget kostbart for min organisation at miste partnerskabet med Leverandøren	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
21) Min organisation er meget afhængig av Leverandøren, for at forblive operativ	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

På baggrund af tidligere erfaringer, hvordan forestiller du dig at din organisations fremtidige samarbejde med Leverandøren vil se ud?
De næste tre udsagn handler om dette.

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
22) Det er meget sandsynligt, at vi vil tage skridt i retning mod at afslutte vores relation til Leverandøren inden for en overskuelig fremtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
23) Det er stort set ingen chance for, at min organisation vil bakke ud af partnerskabet med Leverandøren inden for en overskuelig fremtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

	Helt uenig	Uenig	Noget uenig	Hverken enig eller uenig	Noget enig	Enig	Helt enig
24) Jeg er ikke interesseret i at undersøge hvad andre leverandører kan tilbyde min organisation	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

BAGGRUNDSINFORMATION

Køn:

(1) ❑ Mand

(2) ❑ Kvinde

(3) ❑ Foretrækker ikke at svare

Alder:

____

Din jobtitel:

(1) ❑ Ejer

(2) ❑ Administrerende direktør

(3) ❑ Andet - venligst uddyb:_____

Antal år du har været ansat i din organisation, i nuværende stilling eller anden:

____

Antal år din organisation har ført Leverandørens produkter:

____

Din organisation støtter:

(1) ❑ Udelukkende Leverandøren - mono brand-partner

(2) ❑ Leverandøren og andre varemærker - multi brand-partner

Din organisation er en Leverandøren ASP (Authorized Service Provider) - dvs. har sine egne serviceteknikere:

(1) ❑ Ja

(2) ❑ Nej

TAK FOR HJÆLPEN!

Attachment 2 – English questionnaire

Hello

Thank you for taking the time to fill out this questionnaire.

The survey focuses on you in your role as primary contact person of your organization, and the relationship you have with the Supplier as your supplier.

You will be asked to respond to twenty-four statements, addressing how you value the collaboration with the Supplier along a pre-determined set of characteristics. Lastly, you will be asked to provide some personal information which will serve as background information for the survey.

The survey is voluntary, but I am hoping that as many people as possible will take the time to complete it.
You are kindly asked to answer as honestly as possible. There are no right or wrong answers, and **there is no risk** that the information you provide can be used to identify you at any stage. Your answers will be **anonymized**, and will not be used in any other context than this master thesis.

You can move freely back and forth between the questions, but all of them must be answered.

Approximate time to complete: 10 minutes.

Kind Regards,
Malin Jelsgaard

How would you describe the Supplier as an affiliate in terms of dependability and diligence?
This is addressed in the following three statements.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1) My organization can always depend on the Supplier's support for things that are important to us	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
2) the Supplier is genuinely interested in the welfare of my organization	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
3) My organization feels that the Supplier wants us to succeed	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

All relationships involve various forms and degrees of friction. This is addressed in the following six statements.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
4) My organization has very few disagreements with the Supplier	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
5) When they occur, disagreements between my organization and the Supplier are resolved quickly and smoothly	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
6) All differences of opinion between my organization and the Supplier are treated as part of business	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

When I think about my organization's relationship with the Supplier, I feel:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
7) Anger	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
8) Frustration	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
9) Hostility	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

How would you characterize the manner in which the Supplier interacts with your organization in terms of work practices, recognition and general appearance?

This is addressed in the following nine statements.
The Supplier always:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
10) administers work rules and guidelines in a fair manner	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
11) follows fair procedures in decision-making that affects my organization	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
12) applies work rules and guidelines consistently to all partner organizations	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

The Supplier regularly rewards my organization:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
13) for our contribution to and support of their product lines and services	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
14) for the amount of effort that our firm puts forth in strengthening the Supplier's brand	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
15) for the amount of labor that goes into running my reseller organization as successfully as possible	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

During joint dealings, the Supplier representatives always:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
16) act politely towards my organization and all its representatives	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
17) treat my organization and all its representatives in a respectful manner	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
18) treat my organization and all its representatives with dignity	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏

From an overall perspective, to which degree would you say that your organization is reliant on the relationship with the Supplier?
This is addressed in the following three statements.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
19) It would be very difficult for my organization to replace the Supplier as a supplier	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏
20) It would be very expensive for my organization to lose the partnership with the Supplier	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏
21) In order to stay in business, my organization is highly dependent on the Supplier	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏

In the light of past experiences, how do you envision your organization's future involvement with the Supplier?
This is addressed in the following three statements.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
22) It is very likely that we will take steps towards terminating our relationship with the Supplier in the foreseeable future	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏
23) There is almost no chance that my organization will back out of the partnership with the Supplier in the foreseeable future	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏
24) I am not interested in investigating what other suppliers could offer my organization	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏	(6) ❏	(7) ❏

BACKGROUND QUESTIONS

Gender:

(1) ❑ Male

(2) ❑ Female

(3) ❑ Prefer not to answer

Age:

___

Your job title:

(1) ❑ Owner

(2) ❑ Chief Executive Officer

(3) ❑ Other - please specify _____

Number of years you have been with your organization in current position or other:

___

Number of years your organization has carried the Supplier's products:

___

Your organization supports:

(1) ❑ the Supplier exclusively - mono brand organization

(2) ❑ the Supplier and other brands - multi brand organization

Your organization is a Supplier ASP (Authorized Service Provider) – i.e. owns its field service technicians:

(1) ❑ Yes

(2) ❑ No

THANK YOU FOR YOUR HELP!

Attachment 3 – Norwegian questionnaire

Hei

Takk for at du tar deg tid til å fylle ut dette spørreskjemaet.

Spørreskjemaet fokuserer på deg i din rolle som primærkontakt i din organisasjon, og relationen dere har til Leverandøren som leverandør.

Du vil bli spurt om å svare på tjuefire påstander, som omhandler hvordan du vurderer samarbeidet med Leverandøren med utgangspunkt i noen forutbestemte egenskaper. Til slutt vil du bli bedt om å oppgi personlig informasjon som vil brukes som bakgrunnsinformasjon til spørreundersøkelsen.

Spørreundersøkelsen er frivillig, men jeg håper at så mange som mulig vil ta seg tid til å besvare den. Vennligst svar så ærlig som mulig. Det er ingen rett eller feil svar, og informasjonen du oppgir vil **ikke på noe tidspunkt** bli brukt for å identifisere deg. Dine svar vil bli **anonymisert**, og vil ikke bli brukt i noen andre sammenhenger enn denne masteroppgaven.

Du kan gå frem og tilbake mellom spørsmålene underveis, men alle spørsmål må besvares.

Estimert tidsbruk: 10 minutter.

Med vennlig hilsen
Malin Jelsgaard

Hvordan vil du beskrive Leverandøren som samarbeidspartner når det gjelder pålitelighet og omsorg?
De neste tre påstandene handler om dette.

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
1) Min organisasjon kan alltid stole på Leverandørens support i saker som er viktige for oss	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
2) Leverandøren er oppriktig interessert i velferden til min organisasjon	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
3) Min organisasjon opplever at Leverandøren vil at vi skal lykkes	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

Alle relasjoner innebærer ulike former for og grad av utfordringer.
De neste seks påstandene handler om dette.

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
4) Min organisasjon har veldig få uenigheter med Leverandøren	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
5) Når uenigheter inntreffer mellom min organisasjon og Leverandøren, blir disse ordnet opp i raskt og smidig	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
6) Alle meningsforskjeller mellom min organisasjon og Leverandøren blir håndtert profesjonelt	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

Når jeg tenker på min organisasjons relasjon til Leverandøren, føler jeg:

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
7) Sinne	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
8) Frustrasjon	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
9) Fiendtlighet	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

Hvordan vil du karakterisere måten Leverandøren samarbeider med din organisasjon på når det gjelder arbeidsrutiner, anerkjennelse og generell fremtoning?
De neste ni påstandene handler om dette.

Vi opplever at Leverandøren alltid:

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
10) administrerer arbeidsregler og retningslinjer på en rettferdig måte	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
11) følger rettferdige prosedyrer ved beslutninger som påvirker min organisasjon	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
12) bruker arbeidsregler og retningslinjer konsekvent overfor alle partnerorganisasjoner	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Leverandøren belønner regelmessig min organisasjon:

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
13) for vårt bidrag til og støtte av deres produkter og tjenester	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
14) for innsatsen vi gjør for å styrke merkenavnet til Leverandøren	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
15) for det arbeid vi utfører for å drive vår partnerorganisasjon så vellykket som mulig	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Ved felles forehavender opplever vi at Leverandørens representanter alltid:

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
16) opptrer høflig mot min organisasjon og alle dens representanter	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
17) behandler min organisasjon og alle dens representanter med respekt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
18) behandler min organisasjon og alle dens representanter med verdighet	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Fra et helhetlig perspektiv, i hvilken grad mener du at din organisasjon er avhengig av relationen til Leverandøren?
De neste tre påstandene handler om dette.

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
19) Det ville være svært vanskelig for min organisasjon å erstatte Leverandøren som leverandør	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
20) Det ville være meget kostbart for min organisasjon å miste partnerskapet med Leverandøren	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
21) Min organisasjon er svært avhengig av Leverandøren for å forbli virksom	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

I lys av tidligere erfaringer, hvordan forestiller du deg at din organisasjons fremtidige samarbeid med Leverandøren vil se ut?
De neste tre påstandene handler om dette.

	Helt uenig	Uenig	Noe uenig	Hverken enig eller uenig	Noe enig	Enig	Helt enig
22) Det er stor sannsynlighet for at vi kommer til å iverksette tiltak mot å avslutte vårt samarbeid med Leverandøren i nær fremtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
23) Det er svært liten sannsynlighet for at vi kommer til å avslutte vårt samarbeid med Leverandøren i nær fremtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
24) Jeg er ikke interessert i å undersøke hva andre leverandører kan tilby min organisasjon	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

BAKGRUNNSINFORMASJON

Kjønn:

(1) ❑ Mann

(2) ❑ Kvinne

(3) ❑ Ønsker ikke å svare

Alder:

____

Din stilling:

(1) ❑ Eier

(2) ❑ Daglig leder

(3) ❑ Annet - vennligst spesifiser   _____

Antall år du har arbeidet i din organisasjon, i nåværende eller annen stilling:

____

Antall år din organisasjon har ført Leverandøren sine produkter:

____

Din organisasjon støtter:

(1) ❑ Kun Leverandøren - mono brand-partner

(2) ❑ Leverandøren og andre varemerker - multi brand-partner

Din organisasjon er en Leverandøren ASP (Authorized Service Provider) - d.v.s. har egne serviceteknikere:

(1) ❑ Ja

(2) ❑ Nei

TAKK FOR HJELPEN!

Attachment 4 – Swedish questionnaire

Hej

Tack för att du tar dig tid att svara på denna enkät.

Undersökningen fokuserar på dig i din roll som primär kontaktperson i din organisation och på den relation ni har till Leverantören som er leverantör.

Du kommer att ombes att svara på tjugofyra påståenden, som handlar om hur du värderar samarbetet med Leverantören, enligt förutbestämda egenskaper. I slutet av enkäten ställs några frågor av mer personlig karaktär vilka kommer att användas som bakgrundsinformation för undersökningen.

Undersökningen är frivillig men jag hoppas att så många som möjligt kan och vill delta. Du ombeds att svara så uppriktigt som möjligt. Det finns inga korrekta eller felaktiga svar och det finns heller **ingen risk** att den information du uppger kan användas för att identifiera dig. Dina svar **anonymiseras** och kommer inte att användas i något annat sammanhang än i denna magisteruppsats.

Du kan förflytta dig fram och tillbaka mellan frågorna efter behov. Alla frågor måste dock besvaras.

Beräknad tidsåtgång: 10 minuter.

Vänliga hälsningar
Malin Jelsgaard

Hur skulle du beskriva Leverantören som samarbetspartner vad gäller pålitlighet och hänsynstagande?
Detta adresseras i följande tre påståenden.

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
1) Min organisation kan alltid lita på Leverantörens support i frågor som är viktiga för oss	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐
2) Leverantören är genuint intresserad av min organisations framgång	(1) ☐	(2) ☐	(3) ☐	(4) ☐	(5) ☐	(6) ☐	(7) ☐

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
3) Min organisation känner att Leverantören vill att vi ska lyckas	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Alla relationer innebär olika former och grad av friktion.
Detta adresseras i följande sex påståenden.

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
4) Min organisation har väldigt få meningsskiljaktigheter med Leverantören	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
5) När oenigheter mellan min organisation och Leverantören inträffar, löses de snabbt och smidigt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
6) Alla meningsskiljaktigheter mellan min organisation och Leverantören hanteras professionellt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

När jag tänker på min organisations relation med Leverantören, känner jag:

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
7) Ilska	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
8) Frustration	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
9) Fientlighet	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Hur skulle du definiera sättet som Leverantören interagerar med din organisation på vad gäller arbetssätt, erkännande och allmänt uppträdande?
Detta adresseras i följande nio påståenden.

Vi anser att Leverantören alltid:

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
10) tillämpar arbetsregler och riktlinjer på ett rättvist sätt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
11) har ett rättvist förfarande vad gäller beslutsfattande som påverkar min organisation	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
12) tillämpar arbetsregler och riktlinjer konsekvent gentemot samtliga partnerorganisationer	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Leverantören belönar regelbundet min organisation:

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
13) för vårt bidrag till och support av deras produkter och tjänster	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
14) för det arbete vi lägger ned på att stärka Leverantörens varumärke	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
15) för det arbete vi utför för att driva vår återförsäljarorganisation så framgångsrikt som möjligt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Vid gemensamma affärer, anser vi att Leverantörens representanter alltid:

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
16) beter sig hövligt mot min organisation och samtliga dess representanter	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
17) behandlar min organisation och samtliga dess representanter med respekt	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
18) behandlar min organisation och samtliga dess representanter med värdighet	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Ur ett helhetsperspektiv, i vilken omfattning skulle du säga att din organisation är beroende av er relation med Leverantören?
Detta adresseras i följande tre påståenden.

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
19) Det skulle vara mycket svårt för min organisation att ersätta Leverantören som leverantör	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
20) Det skulle vara mycket kostsamt för min organisation att förlora partnerskapet med Leverantören	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
21) Min organisation är i högsta grad beroende av Leverantören för att kunna fortsätta driva vår verksamhet	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

Med hänsyn till tidigare erfarenheter, hur föreställer du dig att din organisations framtida samarbete med Leverantören kommer att se ut?
Detta adresseras i följande tre påståenden.

	Väldigt oenig	Oenig	Lite oenig	Varken enig eller oenig	Lite enig	Enig	Väldigt enig
22) Det är mycket sannolikt att vi kommer att vidta åtgärder för att avsluta vår relation med Leverantören inom en överskådlig framtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
23) Det är mycket osannolikt att vi kommer att dra oss ur vårt partnerskap med Leverantören inom en överskådlig framtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
24) Jag är inte intresserad av att undersöka vad andra leverantörer kan erbjuda min organisation	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

BAKGRUNDSFRÅGOR

Kön:

(1) ❑ Man

(2) ❑ Kvinna

(3) ❑ Vill inte uppge

Ålder:

____

Din titel:

(1) ❑ Ägare

(2) ❑ Verkställande direktör

(3) ❑ Annat - v.g. specifisera: _____

Antal år som du har arbetat i din organisation, antingen i nuvarande position eller i någon annan:

____

Antal år som din organisation har fört Leverantörens produkter:

____

Din organisation stödjer:

(1) ❑ endast Leverantören - mono brand-partner

(2) ❑ Leverantören och andra varumärken - multi brand-partner

Din organisation är en Leverantören ASP (Authorized Service Provider) – d.v.s har sina egna servicetekniker:

(1) ❑ Ja

(2) ❑ Nej

TACK FÖR HJÄLPEN!

Attachment 5 – Overview of constructs, items and underlying theories

Trust (Ganesan, 1994)

    T1: My organization can always depend on the Supplier's support for things that are important to us.

    T2: The Supplier is genuinely interested in the welfare of my organization.

    T3: My organization feels that the Supplier wants us to succeed.

Functional Conflict (J. R. Brown & Day, 1981) (Etgar, 1979) (Morgan & Hunt, 1994)

    FC1: My organization has very few disagreements with the Supplier

    FC2: When they occur, disagreements between my organization and the Supplier are resolved quickly and smoothly

    FC3: All differences of opinion between my organization and the Supplier are treated as part of business

Dysfunctional Conflict (Kumar et al., 1995)

When I think about my organization's relationship with the Supplier, I feel:

    DC1: Anger

    DC2: Frustration

    DC3: Hostility

Procedural Fairness (Brashear et al., 2004)

The Supplier always:

    PF1: administers work rules and guidelines in a fair manner

    PF2: follows fair procedures in decision-making that affects my organization

    PF3: applies work rules and guidelines consistently to all partner organizations

Distributive Fairness (Netemeyer et al., 1997)

The Supplier regularly rewards my organization:

    DF1: for our contribution to and support of their product lines and services

    DF2: for the amount of effort that our firm puts forth in strengthening the Supplier's brand

    DF3: for the amount of labor that goes into running my reseller organization as successfully as possible

Interactional Fairness (Colquitt et al., 2001)

During joint dealings, the Supplier representatives always:

    IF1: act politely towards my organization and all its representatives

    IF2: treat my organization and all its representatives in a respectful manner

    IF3: treat my organization and all its representatives with dignity

Dependence (Lusch & Brown, 1996)

    D1: It would be very difficult for my organization to replace the Supplier as a supplier

    D2: It would be very expensive for my organization to lose the partnership with the Supplier

    D3: In order to stay in business, my organization is highly dependent on the Supplier

Turnover Intention (Ping, 1993)

    TI1: It is very likely that we will take steps towards terminating our relationship with the Supplier in the foreseeable future

    TI2: There is almost no chance that my organization will back out of the partnership with the Supplier in the foreseeable future

    TI3: I am not interested in investigating what other suppliers could offer my organization

Attachment 6 – Description of data

Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
T1	36	1	7	4,28	1,597	-,127	,393	-,783	,768
T2	36	1	7	4,53	1,594	-,009	,393	-,578	,768
T3	36	1	7	4,72	1,614	-,641	,393	-,157	,768
FC1_re	36	1	7	3,64	1,743	,216	,393	-,901	,768
FC2_re	36	1	7	4,14	1,743	-,122	,393	-1,163	,768
FC3_re	36	1	7	3,58	1,628	,263	,393	-,822	,768
DC1	36	1	5	2,64	1,355	,417	,393	-1,148	,768
DC2	36	1	6	3,69	1,600	-,441	,393	-1,076	,768
DC3	36	1	5	2,17	1,298	1,000	,393	-,101	,768
PF1	36	2	7	5,08	1,105	-,845	,393	,403	,768
PF2	36	2	7	4,72	1,323	-,630	,393	-,417	,768
PF3	36	2	7	4,53	1,383	-,301	,393	-,998	,768
DF1	36	1	7	4,17	1,682	-,621	,393	-,661	,768
DF2	36	1	7	3,83	1,859	-,279	,393	-1,158	,768
DF3	36	1	7	3,92	1,628	-,111	,393	-,900	,768
IF1	36	3	7	5,67	1,095	-,936	,393	,383	,768
IF2	36	2	7	5,58	1,204	-1,299	,393	1,534	,768
IF3	36	3	7	5,61	1,128	-,925	,393	,502	,768
D1	36	1	7	4,17	1,935	,077	,393	-1,266	,768
D2	36	1	7	4,64	1,570	-,483	,393	-,567	,768
D3	36	1	7	3,92	1,948	-,147	,393	-1,390	,768
TI1	36	1	5	2,33	1,265	,488	,393	-1,173	,768
TI2_re	36	1	7	3,11	1,720	,532	,393	-,824	,768
TI3_re	36	1	7	3,92	1,442	-,028	,393	-,190	,768
Valid N (listwise)	36								

Attachment 7 – Cronbach's Alpha if item deleted

Trust

Reliability Statistics

Cronbach's Alpha	N of Items
,841	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
T1	9,25	7,907	,786	,698
T2	9,00	8,229	,737	,747
T3	8,81	9,075	,600	,878

Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
,874	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FC1_re	16,22	36,521	,708	,847
FC2_re	15,72	35,978	,739	,841
FC3_re	16,28	36,663	,769	,835
DC1	17,22	40,578	,698	,850
DC2	16,17	39,343	,626	,861
DC3	17,69	43,590	,536	,874

Fairness

Reliability Statistics

Cronbach's Alpha	N of Items
,896	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PF1	38,03	74,942	,567	,891
PF2	38,39	68,702	,756	,877
PF3	38,58	70,821	,613	,887
DF1	38,94	64,740	,719	,880
DF2	39,28	61,349	,763	,877
DF3	39,19	62,618	,844	,867
IF1	37,44	76,254	,500	,895
IF2	37,53	74,142	,551	,892
IF3	37,50	73,286	,645	,886

Dependence

Reliability Statistics

Cronbach's Alpha	N of Items
,870	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	8,56	10,311	,785	,786
D2	8,08	12,650	,778	,809
D3	8,81	10,847	,715	,855

Turnover Intention

Reliability Statistics

Cronbach's Alpha	N of Items
,651	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI1	7,03	6,542	,553	,460
TI2_re	6,25	4,936	,501	,509
TI3_re	5,44	6,883	,365	,675

Attachment 8 – Group interview

Introduction:

Thank you for coming. You have been invited to share thoughts on the results of the questionnaire and following data analysis. You have each been given a copy of the questionnaire in your native language. You are highly encouraged to speak freely and interrupt each other. The interview is expected to last for approximately one hour. No recording devices will be used. You will be given the opportunity to go through my notes before the end of the interview.

INTERVIEW

Validity

Trust and fairness appear to be very tightly associated. An analysis of the questions intended to measure these shows that we are almost dealing with only one construct instead of two. Please look at questions 1-3 and 10-18, and think of them in a larger context.
Does the result of the analysis make sense to you?

Model testing

Out of the four constructs that were tested, only dependence appears to have a significant relationship with turnover intention. Does this come as a surprise to you?
Does it make sense to you that there also appears to be a significant difference in dependence between the mono and the multi brand resellers?

Are there any other variables you feel are missing from the conceptual model?
Follow-up: are there any other pairs of tightly associated variables that have been included – partially or not – in the conceptual model?