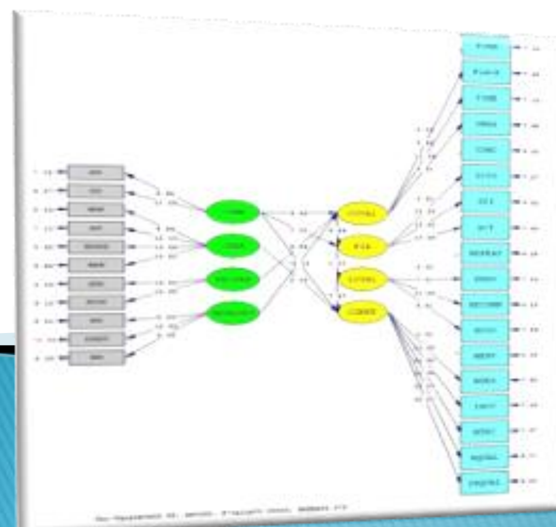
METODE PENELITIAN

By: Dr. Ir. Wilhelmus Hary Susilo, MM,
, IAI, IMARC, AMS, SSHRA



PROGRAM MM UPI YAI

UNIVERSITAS PERSADA INDONESIA Y.A.I

PERTEMUAN 01

PERTEMUAN PERTAMA

- ARTI PENTING DAN PERAN BUSINESS RESEARCH METHODS
- REFERENSI:
- COOPER, DONALD R AND SCHHINDLER, PAMELA S, (2014-16), BUSINESS RESEARCH METHODS, TWELFTH EDITION, MCGRAW HILL INTERNATIONAL EDITION.
- Sekaran, Uma and Bougie Roger, 2016, Research Methods for Business: A Skill-Building Approach, Seventh Edition, WILEY

KONTRAK PERKULIAHAN

- TATAP MUKA TERSTRUKTUR
- UTS-UAS
- TUGAS DAN OUTCOME

A. POPOSAL THESIS
B. JURNAL INTERNASIONAL
C. WORKSHOP PENULISAN JURNAL DAN THEORY

Cakupan

Peranan sceintific inquiry dalam pengambilan keputusan: ARTI PENTING RISET BISNIS

Dasar dan desain penelitian: BUSINESS GAP, RESEARCH GAP DAN THEORITICAL GAP

PEMBUATAN INSTRUMEN DAN UJI VALIDITAS DAN RELIABILITAS, Pengumpulan data, pengukuran variabel dan sampling DESIGN

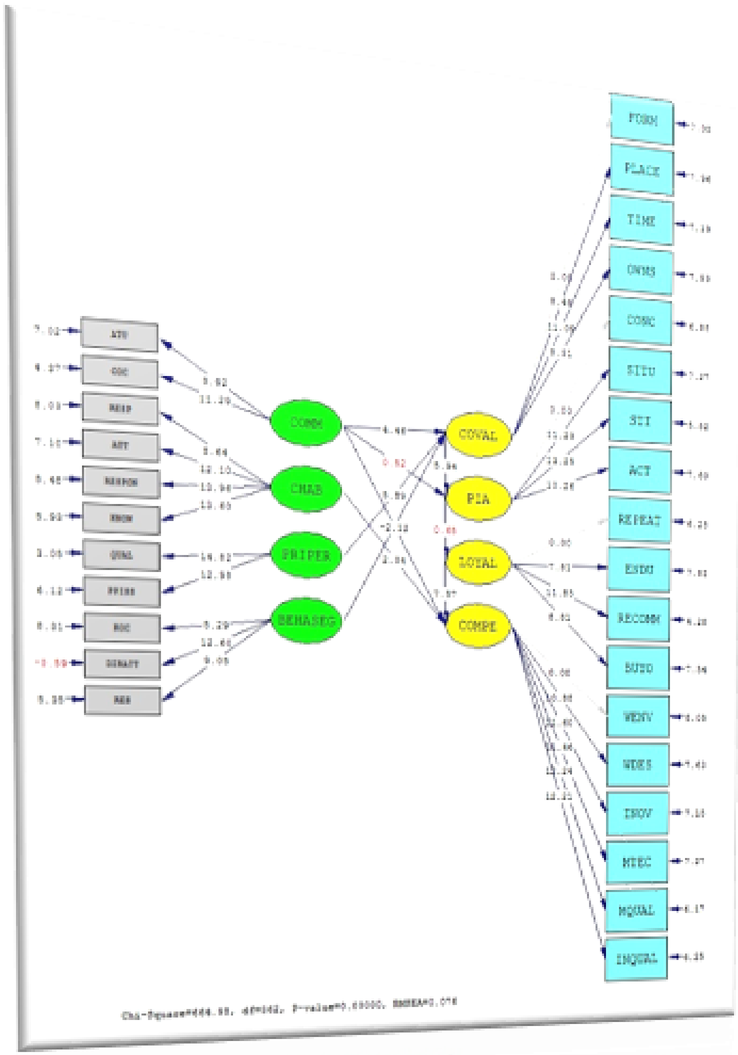
Konsiderasi Etik dan analisis DATA DAN PEMBAHASAN/ DISKUSI SERTA pelaporan, & IMPLIKASI MANAJERIAL DAN TEORITIS

Diskusi riset empiris,

MEMBENTUK MODEL EMPIRIS, OUTCOME: PROPOSAL THESIS DAN PEMBUATAN JURNAL INTERNASIONAL SERTA PUBLIKASI ILMIAH

Whs-CV

Cv-26AUG-2016-Dr Wilhelmus Hary Susilo.docx



ROLE – Business Research

Membantu manajer mengambil keputusan

Good decisions and problem gets solved

Can be described a systematic and organized efford to investigate

Needs solution

Concern to the manager in the work environment

What is good research (Cooper dan Schindler,2014)

Good research		
Follow the standards→ scientific method	systematic	Empirically base on procedure

9-DIMENSI CHARACTERISTICS OF RESEARCH SCIENTIFIC METHOD

PURPOSE CLEARLY DEFINED → Symptom organizations’

Research process detailed → Provide proposal

RESEARCH DESIGN TROUGHT LY PLANNED

HIGH ETHICAL STANDARDS APLLIED

LIMITATIONS FRANKLY / terbuka- REVEALED/diperlihatkan

ADEQUATE ANALYSIS

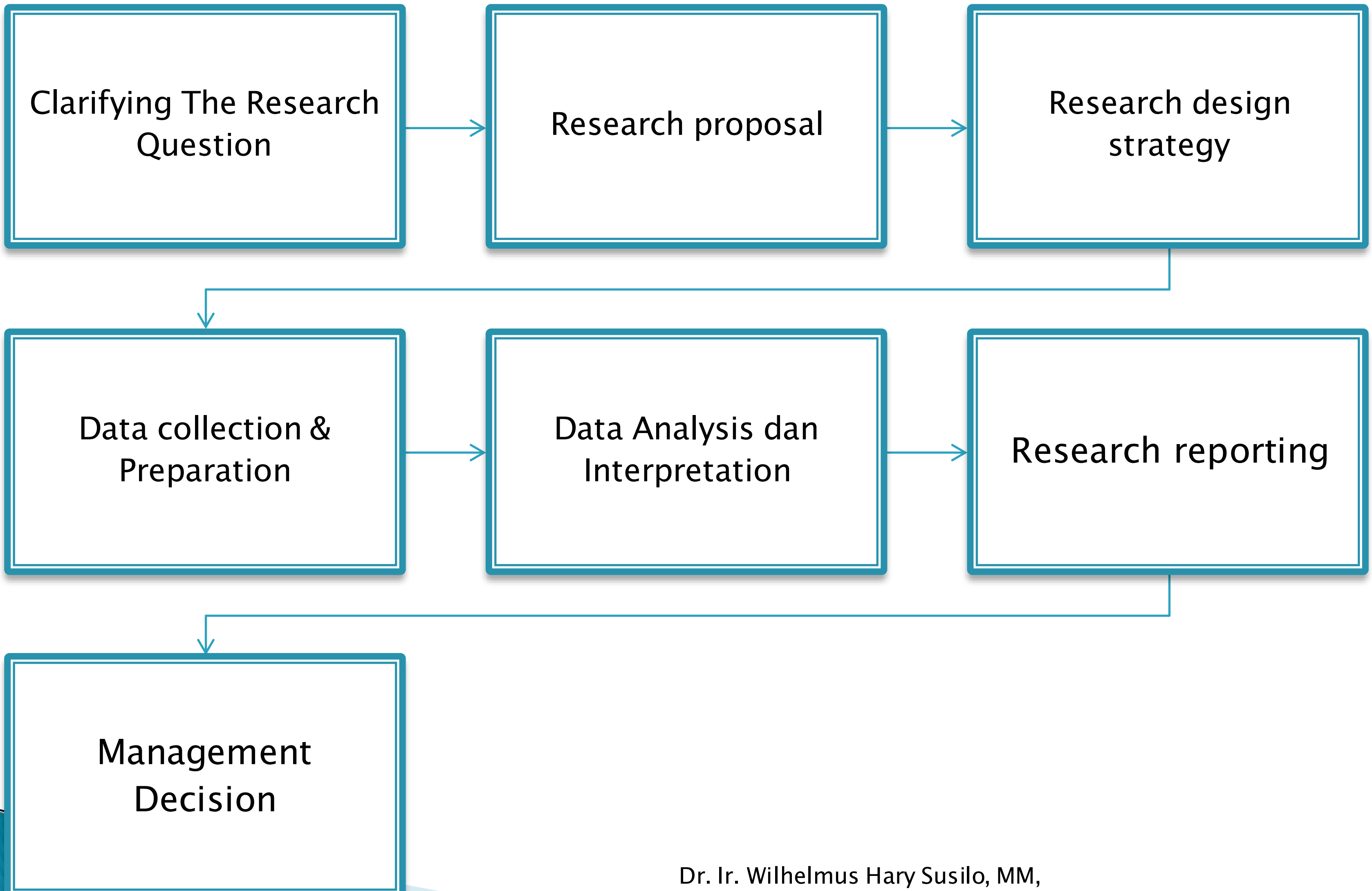
FINDING PRESENTED UNUMBIQUITY

CONCLUTION JUSTIFIED

RESEARCHES’S EXPERIENCE REFLECTED → with report

THE RESEARCH PROCESS,

Cooper dan Schindler, 2014)



PERTEMUAN 02

2nd MEETING

MANAGEMENT Vs Marketing Research Problem

Management Decision Problem and Marketing Research Problem

- Perbedaannya meliputi:

no	*Management Decision Problem*	*Marketing reseach Problem*
1	*Asks what the decision maker needs to do*	*Asks what information is needed and how it should be obtain/diperoleh*
2	*Action oriented*	*Information oriented*
3	*Focus es of symptoms/gejala*	*Focuses on the underlying couses./menekankan penyebab*

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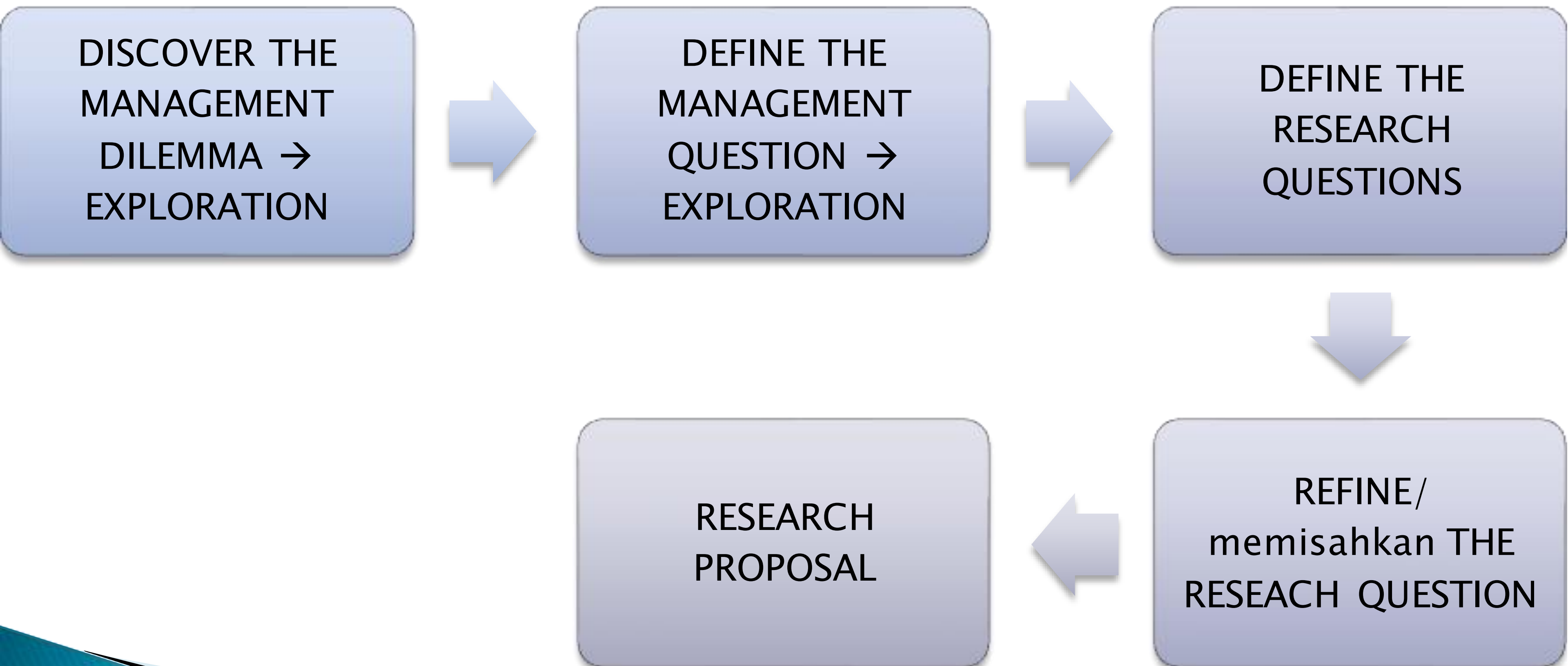
next

Perumusan Masalah Keputusan manajemen dan masalah Riset pemasaran

no	Masalah Keputusan Manajemen	Masalah Riset Pemasaran
1	Haruskah sebuah produk baru diluncurkan?	Menentukan preferensi konsumen dan minat beli atas produk baru yang diusulkan
2	Haruskah kampanye iklan diubah?	Menentukan efektivitas kampanye iklan saat ini.
3	Haruskah harga produk dinaikan?	Menentukan elastisitas harga permintaan dan dampaknya terhadap penjualan dan laba pada berbagai tingkat perubahan harga.
4	Apa yang harus dilakukan untuk meningkatkan jumlah pelanggan?	Menentukan keunggulan dan kelemahan relatif toko XYZ dibandingkan para pesaing utamanya berdasarkan faktor-faktor yang mempengaruhi pemilihan toko.

CLARIFYING THE RESEARCH QUESTIONS



SECONDARY SOURCES FOR DEVELOPING THE QUESTION HIERARCHY

MANAGEMENT DILEMMA, MANAGEMENT QUESTIONS, RESEARCH QUESTIONS

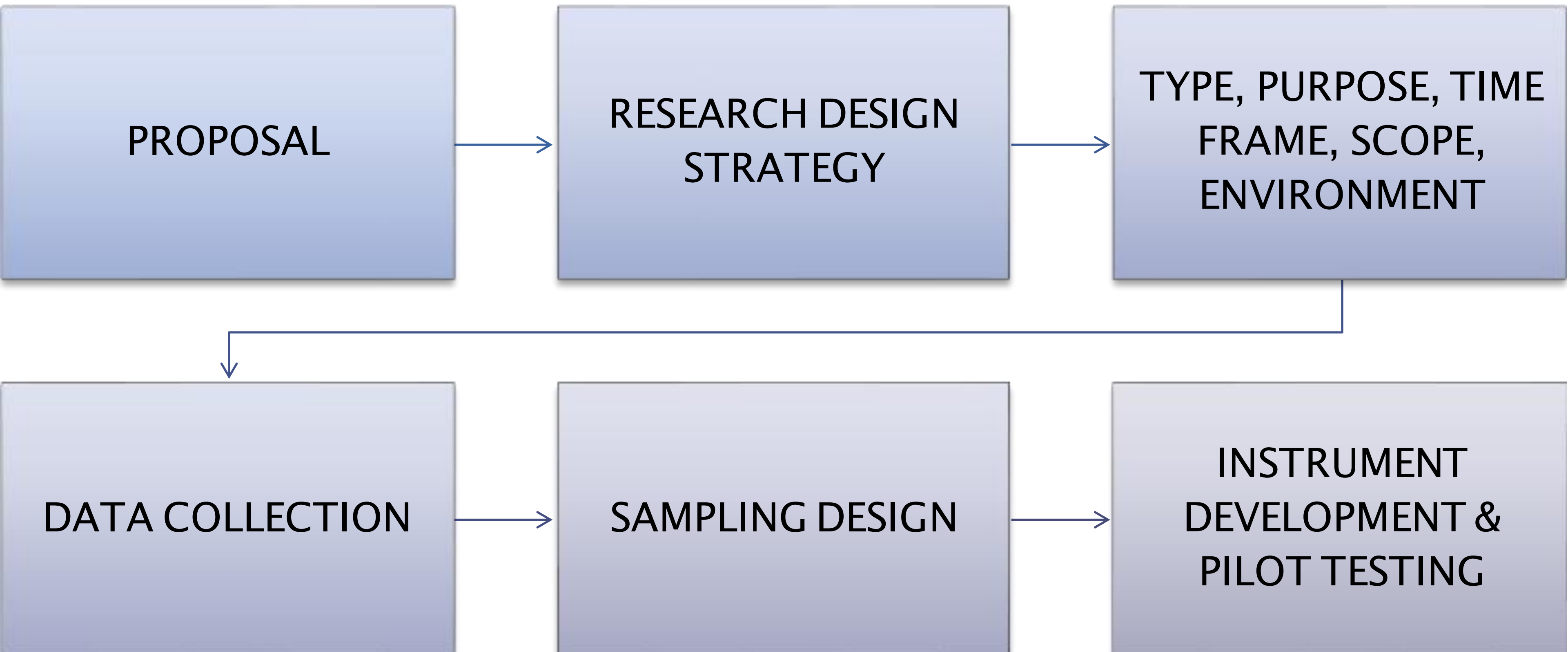
INTERNAL SOURCES:	EXTERNAL SOURCES:
Marketing, Operation, Human resources, Financial and Management **document and DATA BASE**	1, Proprietary Sources (Not-for profit agencies, Business). 2. Public Sources (Gov., Business, Not for profit agencies.

PERTEMUAN 03

MEETING M-3

- RESEARCH DESIGN STRATEGY IN BUSINESS

RESEARCH DESIGN STRATEGY



ETHICAL TREATMENT OF PARTICIPANT

EXPLAIN STUDY BENEFITS

- DIRECT CONTACT
- MOTIVATED THEM → TRUTHFULLY
- NO CONCEALING OBJEVTIVES

EXPLAIN PARTICIPANT RIGHTS AND PROTECTION

- DECEPTION SHOULD NOT BE USED
- ID

OBTAIN INFORM CONSENT

- REQUESTING PERMISSION
- SIGNED

A. ABOUT A RESEARCH THEME/ INTEREST

RESEARCH PROBLEM

PARADIGMN

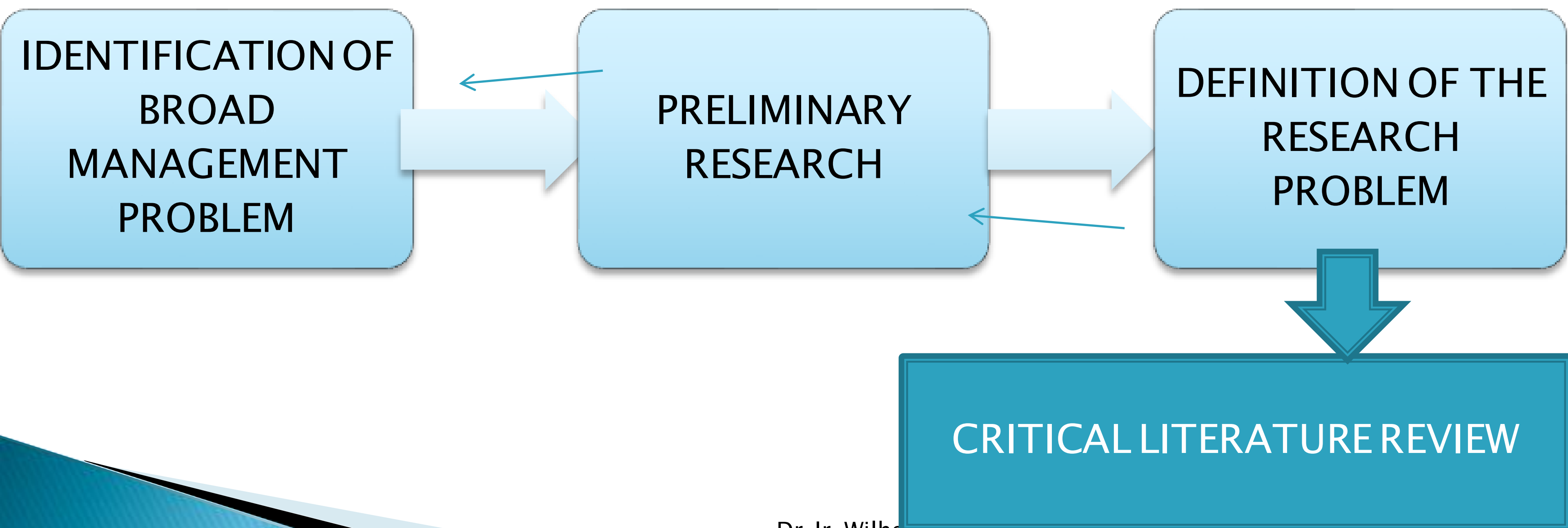
SHOW THE RESULTS OF REVIEW OF PREVIOUS RESEARCH

IDEA / TERMINOLOGIES USED IN THE STUDY DEFINE CLEARLY

ORIGINALITY/ UNIQUENESS OF STUDY

DEFINTION OF RESEARCH PROBLEM

(Sekaran dan Bougie, 2016)



HIERARCHY OF MANAGEMENT-RESEARCH QUESTION

1. MANAGEMENT DILEMMA: What sympthoms cause management consern? What environmental stimuli raise management interest?

2. MANAGEMENT QUESTIONS: How can management eliminate the negative symptoms? How can management fully capitalize on an opportunity?

3. RESEARCH QUESTIONS: What plausibles/ wajar course of action are available to management to correct the problem or take advantage of the opportunity, and which should be considered?

4. INVESTIGATIVE QUESTIONS: What does the manager need to know to choose the best alternative?

5. MEASUREMENT QUESTIONS: What should be asked or observed to obtain the information the manager needs?

6. MANAGEMENT DECISIONS: What is the reccomended couse of action, given the research finding?

Contoh: SalePro's Management–Research Hierarchy

1. Management dilemma	• Why are our sales declining in the South and Northeast, while sales are booming in the Southwest?
2. MANAGEMENT QUESTIONS	• How can we improve/ *meningkatkan* sales in the south and Northeast?

next

3. RESEARCH QUESTIONS

- Should we introduce a 2 percent incentive commission-based compensation system on all sales over quota for sales people in the South and Northeast or a 5 percent of profit regional bonus to the region that increase sales 10% over quota?
- Should we modify the product formula for distribution in South and Northeast editions?
- Shoul we increase the level of advertising via trade publications in South and Northeast edition?

Next-4

4.
INVESTIGATIVE QUESTIONS

- What is the likelihood/ kemungkinan that we will lose excellent sales people in the South and Norteast if we implement the compentation change?
- What is the likelihood that current customer satisfaction in these regions will decrease?
- What is the likelihood that future sales to existing customer will lost?

Next 5

5. MEASUREMENT QUESTIONS

- Please rate your level concern for each of the following outcomes if management were to change your compentations to a commission-base system compare to the current salary system.
- For each outcomes 1: no concern at all, and 7: extreme concern. Measurement:
- 1. Lack of predictability of mothly pay……..
- 2. Increase internal competitions for sales prospect….
- 3. Reduced time for postsale servicing of customer needs….
- 4. Reduced incentive for postsale servicing of

DESCRIPTORS OF RESEARCH DESIGN

NO	KATEGORI	PILIHAN DESAIN PENELITIAN BISNIS
1	The degree to which the research questions has been CRISTALLIZED	EXPLORATORY STUDY
2	The method of DATA COLLECTION	MONITORING COMMUNICATIO N STUDY
3	THE POWER of the researcher to PRODUCE effects in the variables under study	EXPERIMENTAL EX POST FACTO

NEXT

NO	KATEGORI	OPTIONS
4	THE PURPOSE of the study	REPORTING DESCRIPTIVE CAUSAL EXPLANATORY PREDICTIVE
5	TIME DIMENSIONS	CROSS-SECTIONAL LONGITUDINAL
6	THE TOPICAL SCOPE-BREADTH AND DEPTH-OF THE STUDY	CASE STISTICAL STUDY
7	THE PARTICIPANTS' PERCEPTIONS OF RESEARCH ACTIVITY	ACTUAL ROUTINE MODIFIED ROUTINE
8	THE RESEARCH ENVIRONMENT	FIELD SETTING LABORATORY RESEARCH

PERTEMUAN 04

MEETING M4

- VARIABLE AND RESERACH MODEL

B. ABOUT VARIABLES AND MODEL

1. PREPARING AN APPROPRIATE MODEL.

2. WHAT KINS OF COMBINATION OF VARAIBLES TO EXPLAIN THE PARADIGMN?

3. WHAT KIND OF RELATION IS ASSUMED AND ANALYZED BETWEEN VARIABLES?

4. IS YOUR MODEL TO ANALYZED THE REVIEW PARADIGMN BASE ON THE PREVIOUS STUDIES?

5. IS AN APPROPRIATE HYPHOTHESIS PROPOSED?

6. IS THE METHOD FOR MEASUREMENT OF A VARIABLES DECIDED?

7. CAN MEASURING VARIABLES BE CERTAINLY CONTROLLED?

C. HOW IS DATA COLLECTED?

REFLECT THE STUDY PURPOSES

SURVEY

EXPERIMENT

PERTEMUAN 05

MEETING M05

- ANALISIS DATA PENELITIAN

ABOUT ANALYSIS OF DATA

1. WHAT KIND OF STATISTICS METHODS WILL YOU USED?

2. FAMILIAR AND ABLE TO READ/ INTEPRET THE ANALYZED RESULTS?

3. WHAT KIND OF STATISTIC SOFTWARE?

4. ADVISOR.

SEM-LISREL

- ANALISIS BAGI VARIABEL LATEN

PERTEMUAN 06

MEETING 06

- PENGUJIAN HIPOTESIS PENELITIAN

E. ABOUT A CONCLUSION

HOW USEFUL IS THIS FOR PEOPLE?

WHEN A HYPHOTHESIS IS DEMONSTRATED?

WAS THE HYPHOTHESIS PROVEN/ DEMONSTARTED?

PEMBAHASAN

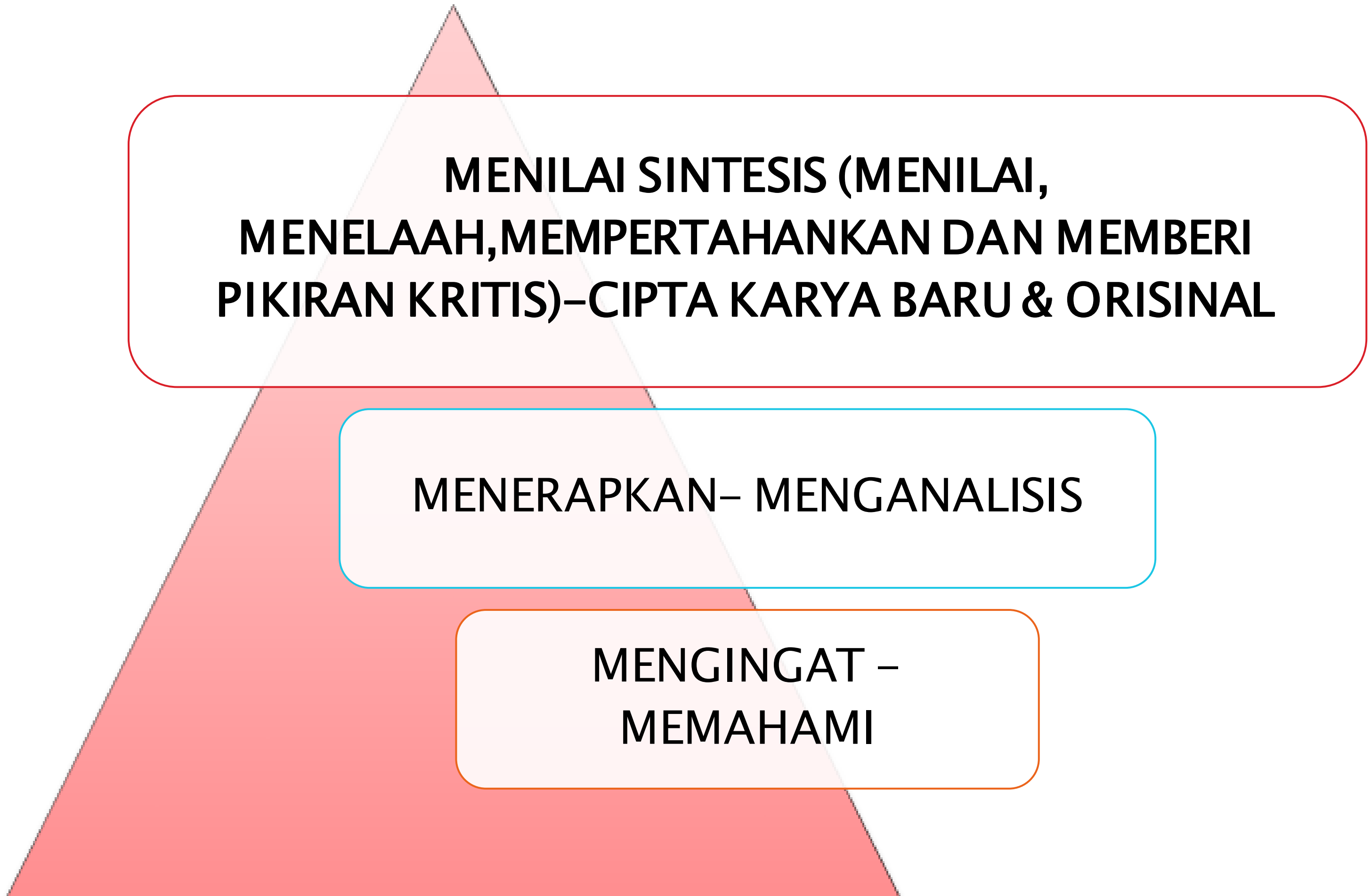
- TERKAIT JURNAL PENELITIAN TERKAIT, TEORI, IMPLIKASI MANAJERIAL, TEORITIS DAN PENGEMBANGAN MODEL PENELITIAN SELANJUTNYA

PERTEMUAN 07

MEETING M07

- PENGEMBANGAN DESAIN RISET DALAM PROSES BUSINESS

PIRAMIDA BERPIKIR BLOOM TAXONOMI



Research Methods for Business

Sekaran dan Bougie (2016)

DESIGN RESEARCH STRATEGIES

EXPERIMENTAL, QUASI DAN PRE-EXPERIMEN

SURVEY RESEARCH

OBSERVATION

CASE STUDIES

ACTION RESEARCH

MIXED METHODS

I. Descriptors of Research Design – Category and Options (Cooper and Schndler,2014)

The Power of the researcher to produce effects in the variables under study

- Experimental (with intervention and control)
- Ex post facto (intervention and no control over the variables)

The Purpose of the study

- Reporting, descriptive
- Causal: Explanatory and Predictive

CAUSAL STUDY (Cooper and Schndler,2014)

- RESEARCH THAT ATTEMPTS TO REVEAL/ MENGUNGKAP – A CAUSAL RELATIONSHIPS BETWEEN VARIABLES. (A PRODUCES B OR CAUSES B TO OCCUR/TERJADI).
- CAUSATION, situation where one variables leads to a specified effect on the other variables.

Test causal hypotheses

We test causal hyphotheses by seeking to do three things:		
1. Measure the covariation among variables.	2. Determine the time order relationships among variables.	3. Ensure/ ***memastikan*** that other factors do not confound the explanatory relationships.

Definisi Research design (Cooper dan Schindler,2014)

1. Constitutes of the blue print : collection, measurement, and analysis data

2. Aids the researcher in the allocation of limited resourches: posing cruicial choices/ pilihan sikap penting- in methodology.

3. The plan and structure of investigation so conceived /dikandung: overall scheme, obtain answere, writing hypotheses, implications final analysis data.

4. Expresses structure reseacrh problem and the framework: configuration among variables, plan of investigation, empirical evidance on those relationships.

Essential the reseach design

1. An activity and time base plan

2. A plan base on the reseach question

3. A guide for selecting sources and types of information

4. A framework for specifying the relationships among the study's variables

5. A procedural outline for every research activity.

UTS-ONLINE

MEETING M08

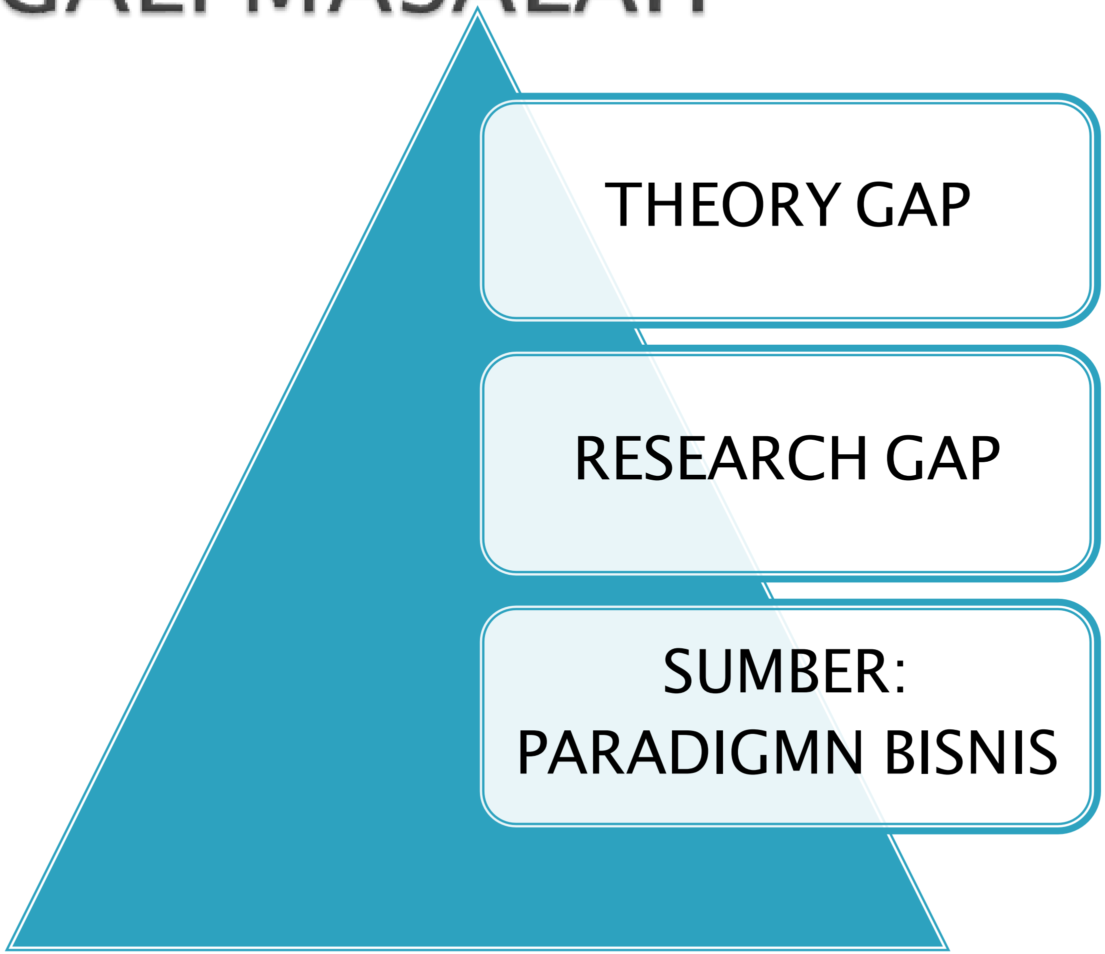
- UTS

PERTEMUAN 09

MEETING M09

- PERUMUSAN MASALAH
- GAP PENELITIAN

II. PERUMUSAN MASALAH PENELITIAN MANAJEMEN → MENGGALI MASALAH



MENCARI RISET GAP

1. MASALAH: PENYIMPANGAN SESUATU YANG DIINGINKAN DAN SESUATU YANG SESUNGGUHNYA TERJADI, DENGAN MENGAMATI DATA.

2. RESEARCH GAP ADALAH CELAH DAN SENJANG PENELITIAN YANG DAPAT DIMASUKI OLEH PENELITI BERDASARKAN PENELITIAN-PENELITIAN TERDAHULU.

3. MEMBACA DAN MENELAAH HASIL- HASIL PENELITIAN YANG ADA.

4. BUKU PELAJARAN/ TEXT BOOK.

5. THEORY GAP ADALAH KESENJANGAN DAN KETIDAKMAMPUAN SEBUAH TEORI DALAM MENJELASKAN FENOMENA.

Masalah (Ferdinand, 2014)

Adalah situasi penyimpangan atau gap yang terjadi yang dapat dilihat dari fenomena bisnis, hasil riset dan aplikasi teori.

Rumusan masalah dan rumusan masalah penelitian

- **RUMUSAN MASALAH**
  - TERJADINYA PENURUNAN PENJUALAN DALAM PERIODE TERTENTU
  - GAGALNYA TEORI MENJELASKAN KINERJA MARKETING
  - TERDAPAT KONTROVERSI PANDANGAN HASIL RISET

- **RUMUSAN MASALAH PENELITIAN**
  - 1. MENGAPA TERJADI PENURUNAN PENJUALAN PADA PERIODE TERTENTU?
    2. APA PENYEBEB TERJADINYA?
    3. BAGAIMANA MENGHINDARI?
  - 1. MENGAPA TEORI INI GAGAL?
    2. APA PRASYARAT YANG DIBUTUHKAN?
    3. BAGAIMANA MEKANISME PERANAN TEORI?
  - 1. MENGAPA VARIABEL TIDAK MEMILIKI PENGARUH?
    2. APA SAJA KARAKTERISTIK VARIABEL YANG TIDAK BERPENGARUH?

Pertemuan 10

MEETING M10

- PERSIAPAN PUBLIKASI JURNAL INTERNASIONAL
- ESSAY GAP RESEARCH AND PRESENTATION

PENTING : TUGAS MHS S2 DAN PRESENTASI DI PERTEMUAN/ PUBLIKASI

TUGAS INDIVIDUAL– CRITICAL REVIEW → DEDUCTION THEORITICAL FRAMEWORK → DEDUCTION GENERATION OF HYPHOTHESES→ MODEL RISET→ research DESIGN

1. MEMBACA 10 LIETRATUR RUJUKAN TERKAIT TEM.	2. MEMBACA ; JURNAL/THESIS/DISERTASI DAN MENCARI DATA PARADIGMN	3. MEMBACA JURNAL PENELITIAN DENGAN TEMA TERKAIT: 50 JURNAL INTERNASIONAL.

TELAAH PUSTAKA DAN PENGEMBANGAN MODEL RISET

1. PENGEMBANGAN TEORI: KONTRIBUTION TO THE BODY OF KNOWLEDGE.

2. PROSES TELAAH TEORI: CRITICAL REVIEW TERHADAP BERBAGAI TEORI YANG RELEVAN.

3. CARI JENIS LITERATUR YANG SESUAI.

4. CARI NASKAH DARI PUBLIKASI YANG SESUAI.

5. CARI NASKAH DENGAN VARIABLE YANG SESUAI.

PROSES DAN KONTEN TELAAH PUSTAKA

STATE OF THE ART: ELEMEN KONSEP; MAKNA/ HAKEKAT, PROSES TERBENTUKNYA KONSEP, PERAN KONSEP, PANDANGAN PENELITI.

SIMPULKAN HASIL BAHASAN DARI BERBAGAI TEORI , KONSEP→ PREPOSISI DAN HIPOTESIS

GRAND SYNTHESIS MODEL: GABUNGAN KONSEP TEORI

EMPERICAL RESEARCH MODEL

RANGKAIAN HIPOTESIS

BUKAN MERINGKAS TETAPI MEMBAHAS

Pertemuan 11

MEETING 11

- PENDEKATAN HIPOTETIKA DESKRIPTIVE

PENDEKATAN HIPOTETIKA DESKRIPTIF

RISET ILMIAH MANAJEMEN SANGAT KERING

SANGAT KUANTITATIF

KEHILANGAN ROH SOSIAL

CABANG ILMU SOSIAL

INTERAKSI SOSIAL YANG TINGGI DALAM ENTITAS MANAJEMENNYA

SAMPLING

- POPULASI: gabungan dari seluruh elemen yang berbentuk peristiwa, hal atau orang yang memiliki karakteristik yang serupa yang menjadi perhatian peneliti.
- ELEMEN: setiap anggota populasi yang diamati.

Population frame

- Bingkai populasi: sebuah daftar dari semua elemen dalam populasi darimana sampel akan ditarik.
- SAMPEL: adalah subset dari populasi, terdiri dari angota populasi, perwakilan populasi.
- SUBYEK: adalah setiap anggota dari sampel.

PROSES DESAIN SAMPLING

DEFINISKAN	• POPULASI SASARAN • DATA
TENTUKAN BINGKAI SAMPLE	• SAMPLE FRAME • SEBAGAI PENCUPLIKAN→ DATA YG ROBUST
TENTUKAN CARA PENARIKAN ANGGOTA SAMPLE	• TENTUKAN JUMLAH SAMPLE SECARA TERUKUR 9MISAL: RUMUS YAMANE) • PROBABILITYN SAMPLE FOR INFERENSIAL STATISTICAL

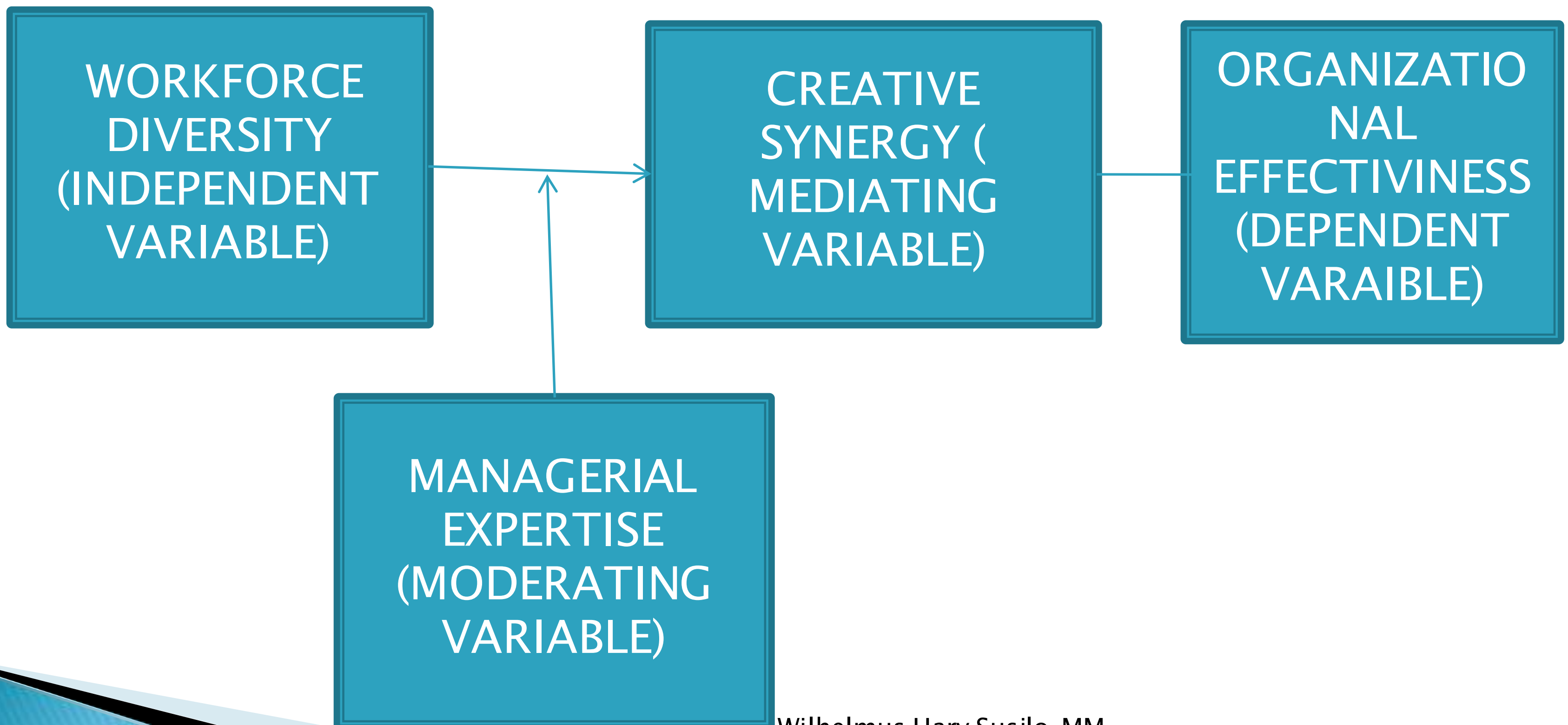
Pertemuan 12

MEETING 12

- PENGEMBANGAN MODEL RISET

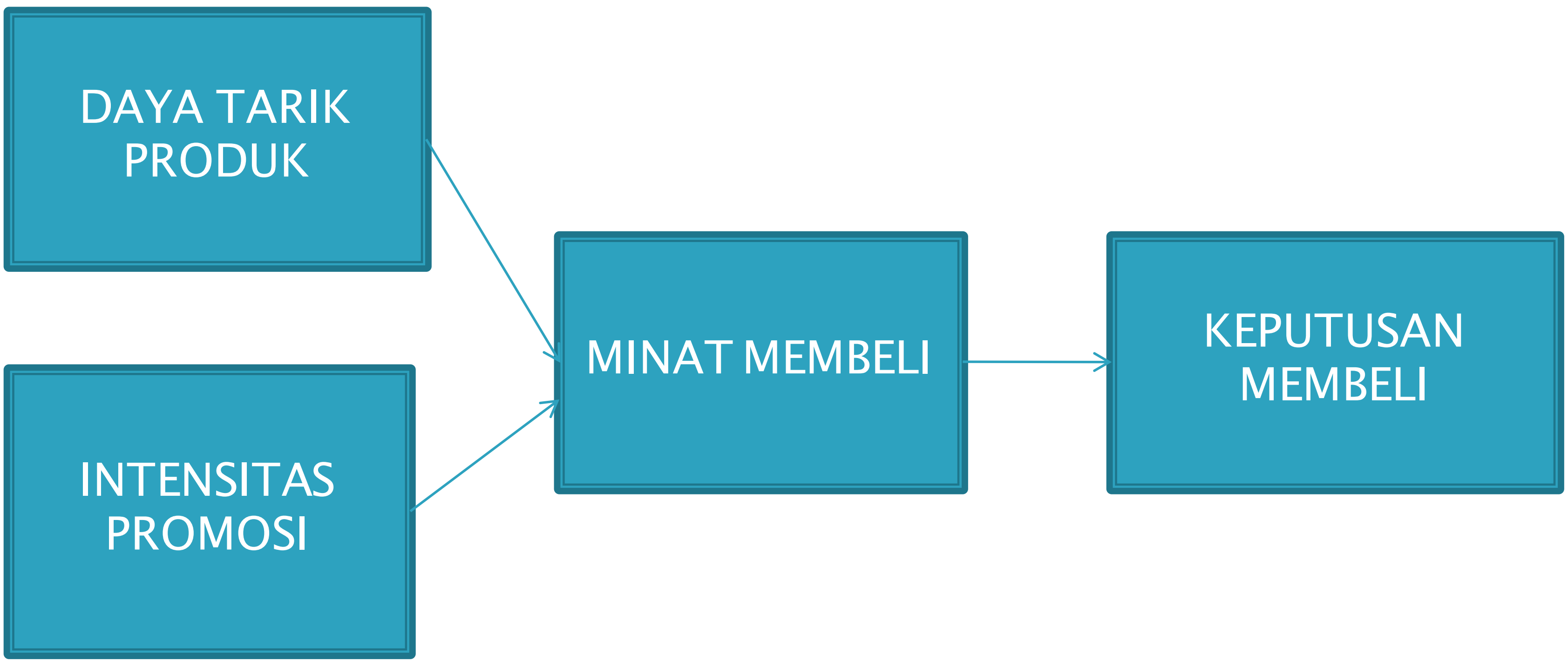
Contoh model riset dan jenis variabel

Sekaran dan Bougie (2016)



CONTOH MODEL RISET

- MODEL (Ferdinand, 2014)



INTEGRASI DR WHS– MODEL RISET

- **The Attempt to Superior Competitive Advantage that Conducted within the Newest Advance Technology: Insight the Fin-Tech to Private Banking in Jakarta**

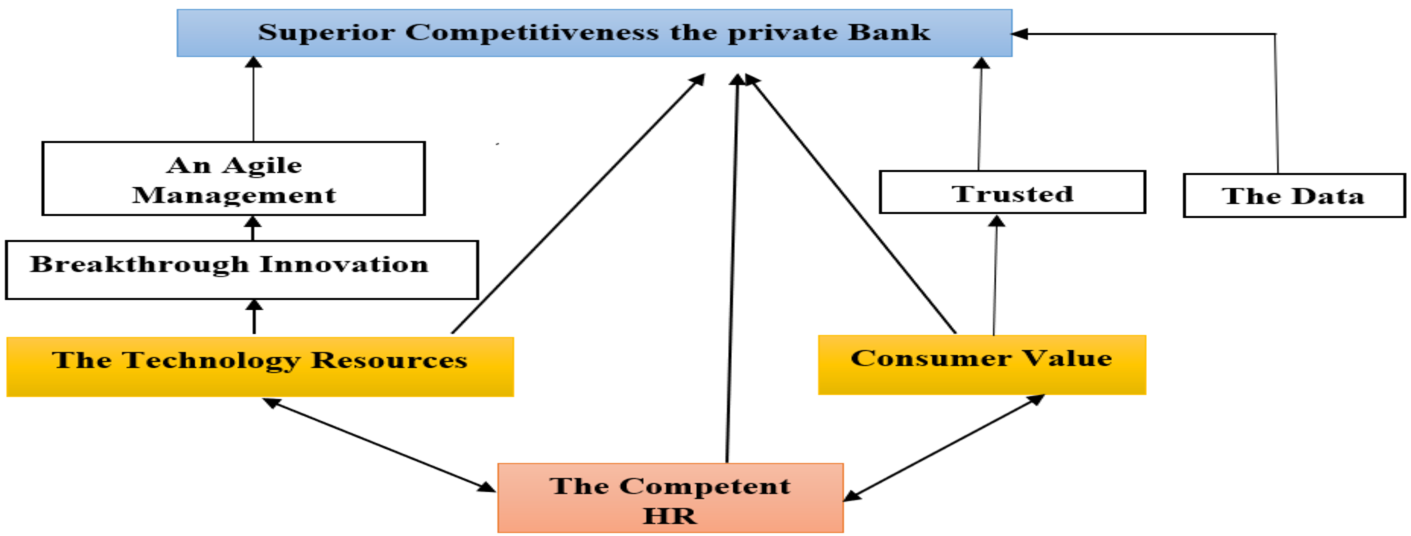
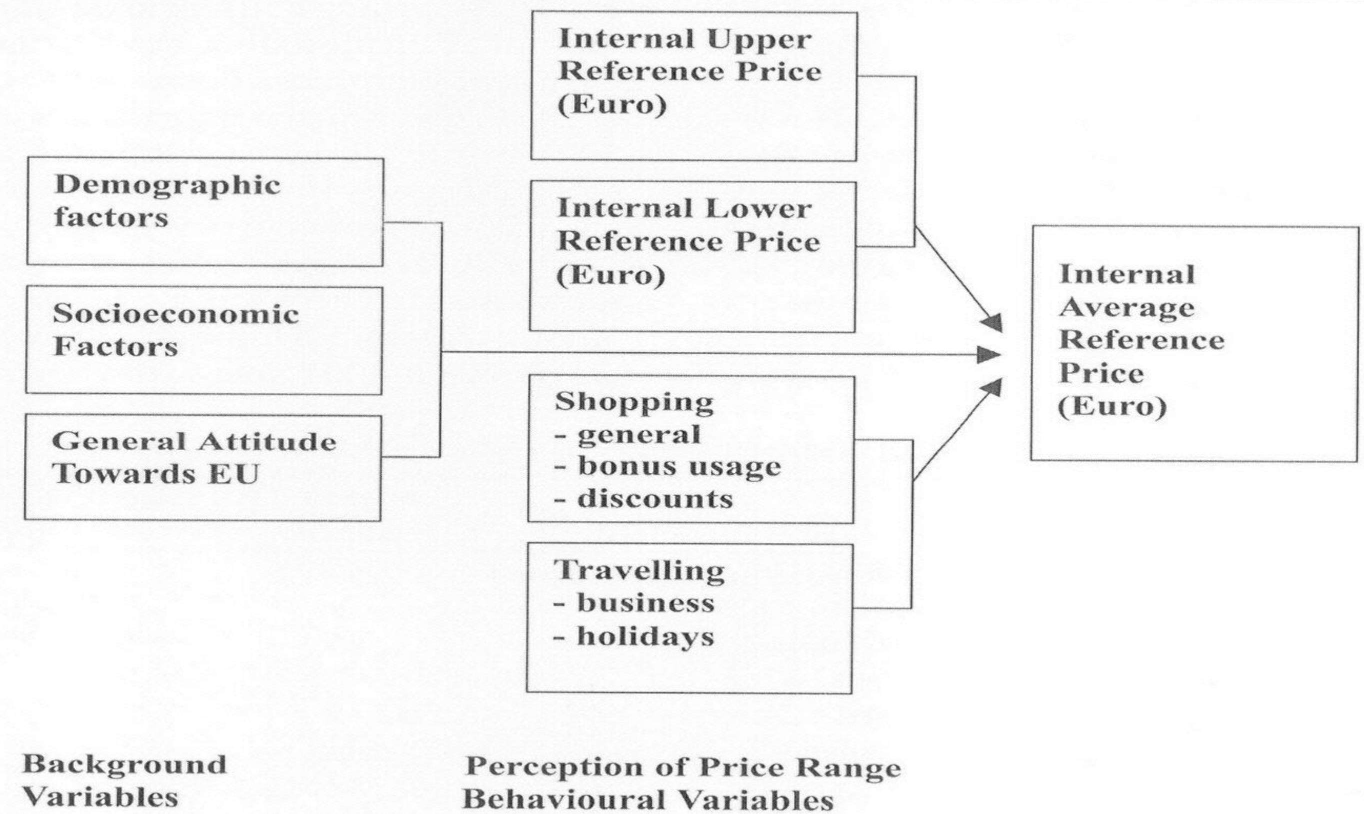


Figure 2. The Conceptual Research to Pursue of Superior Competitiveness Private Banking in Jakarta

CONCEPTUAL FRAMEWORK MODEL

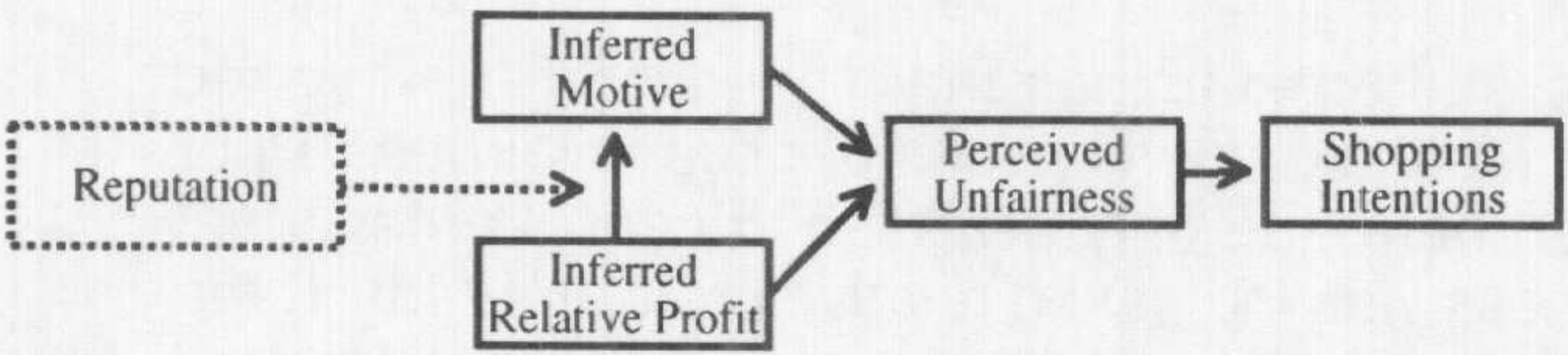
Figure 1 The conceptual framework model of transition to Euro



MODEL SHOPPING INTENTIONS

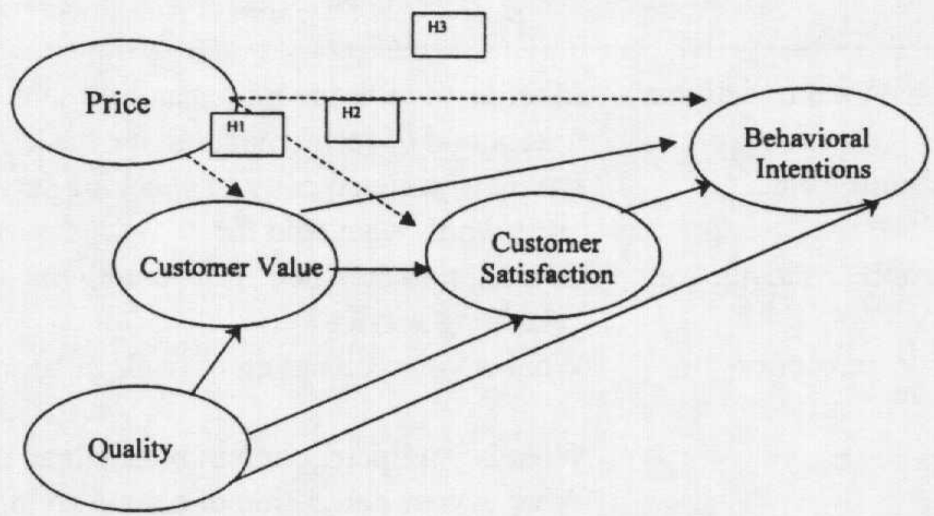
Figure 1

RELATIONS AMONG ANTECEDENTS AND CONSEQUENCES OF PERCEIVED UNFAIRNESS



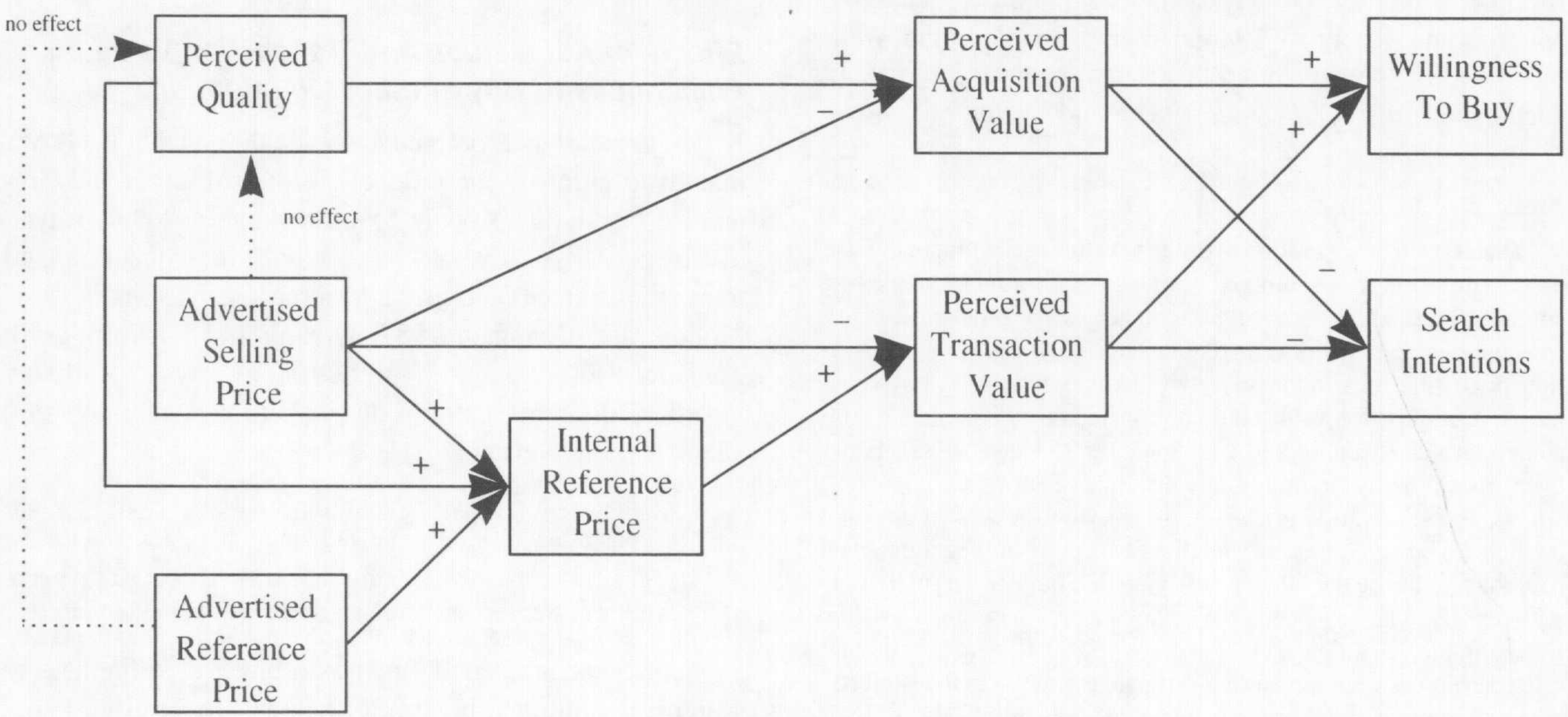
BEHAVIORAL INTENTIONS

FIGURE 1
Diagrammatic View of Integrated Model of Behavioral Intentions



MODEL PERCEPTIONS OF VALUE

FIGURE 1
Proposed Model of the Effects of Price Comparison Advertising on Perceptions of Value



QUALITY- VALUE

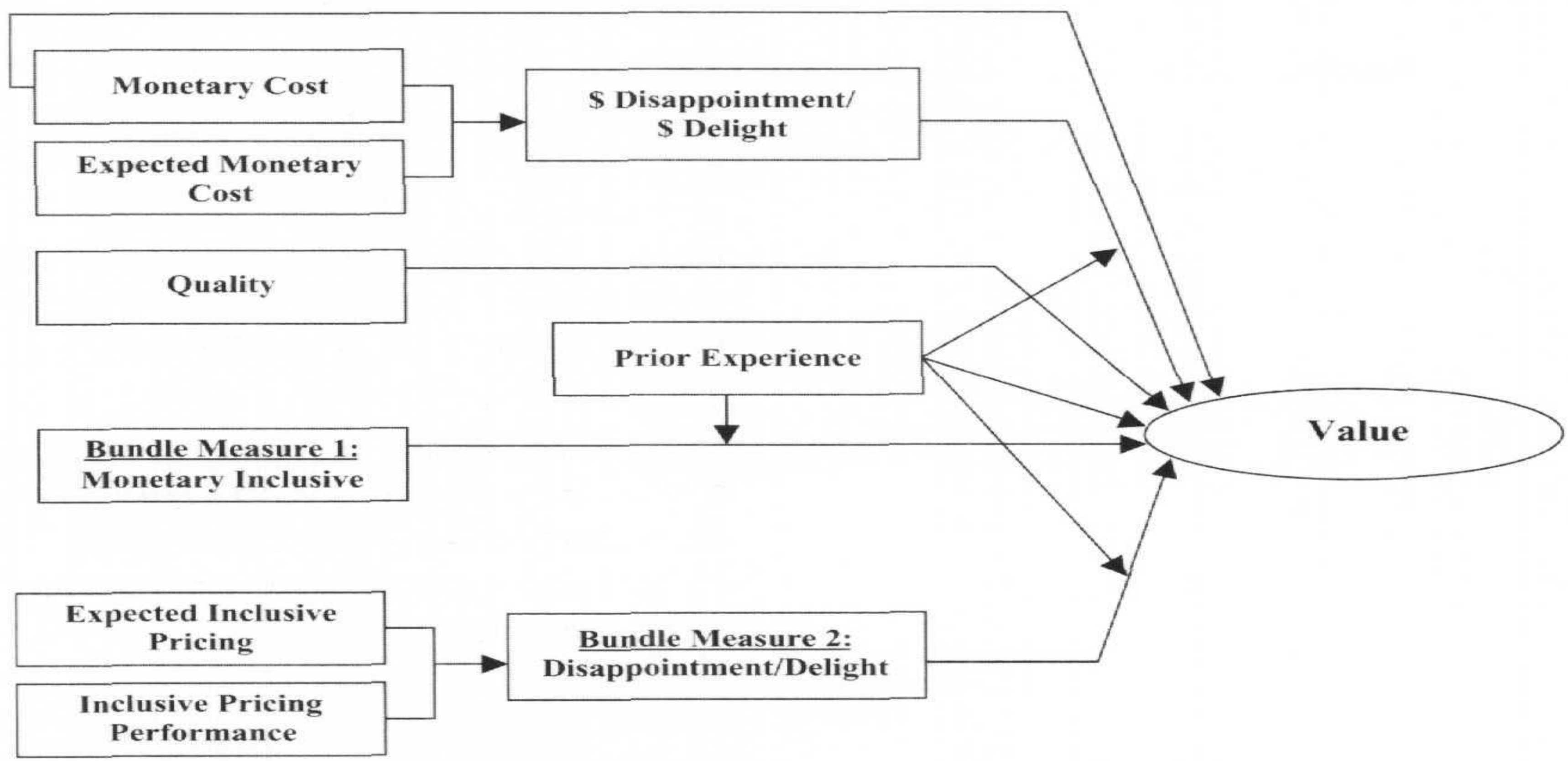
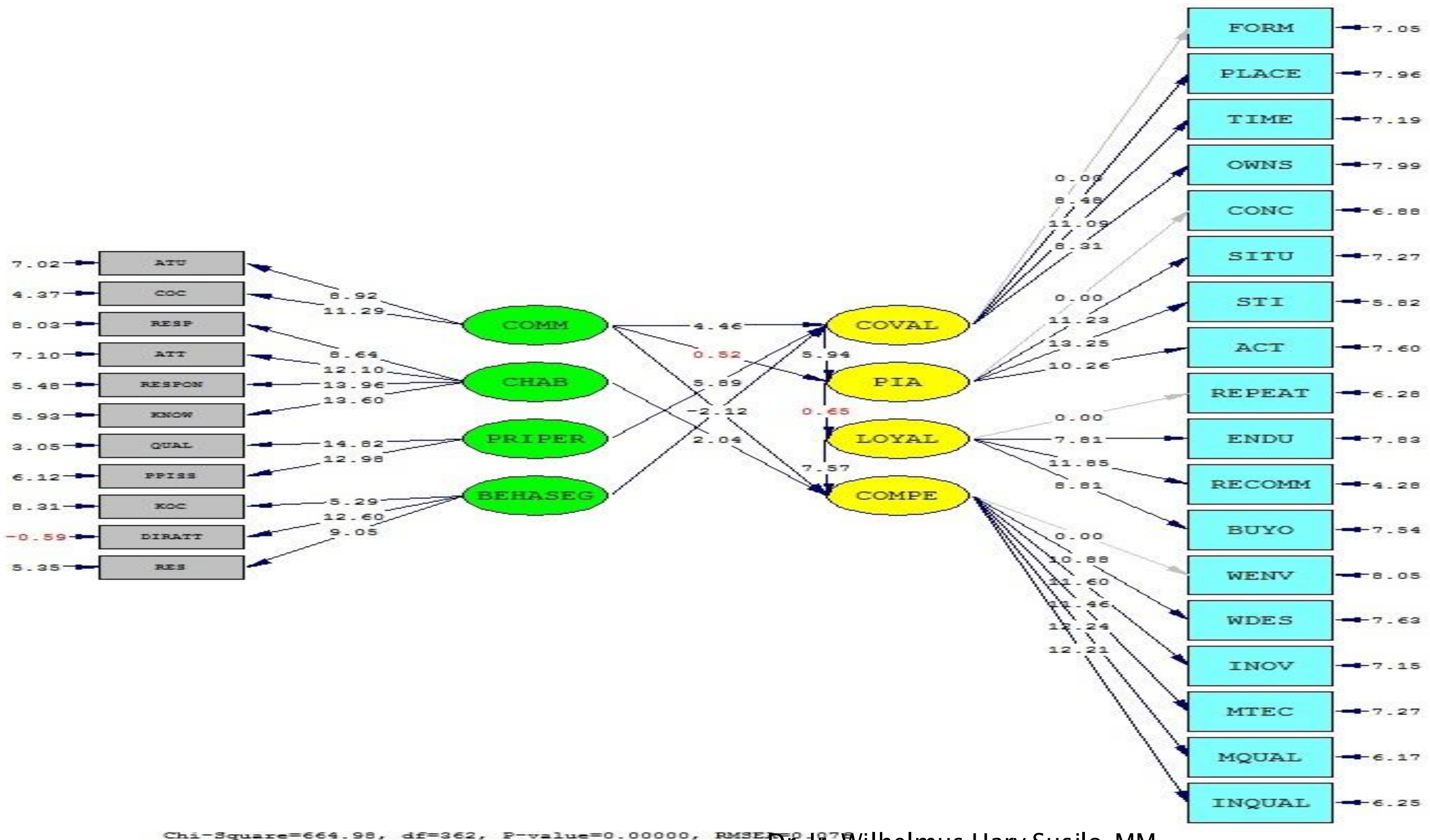


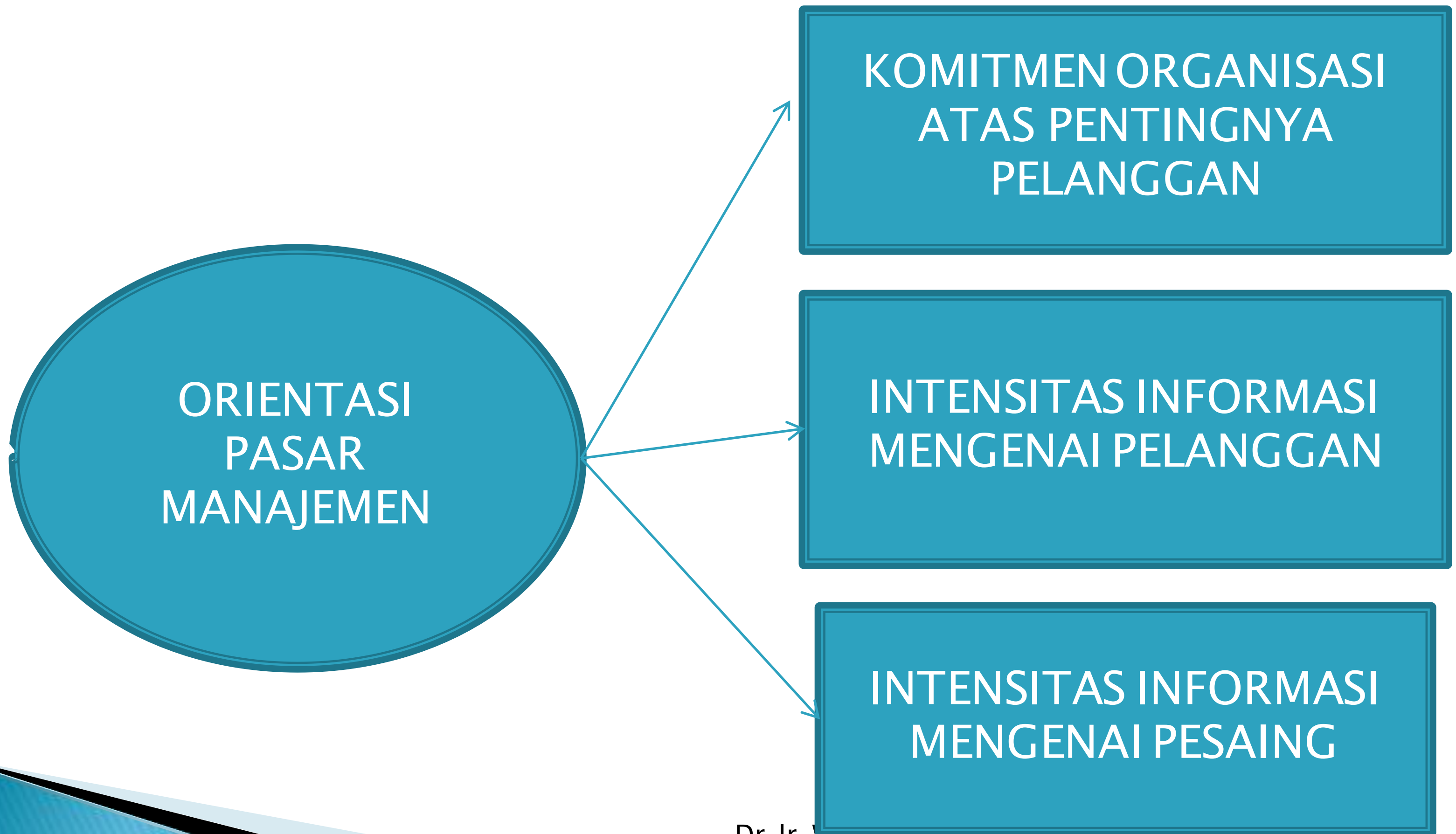
Figure 1. Price bundle-value model

MARKETING 3.0 – COMPETITIVE ADVANTAGE



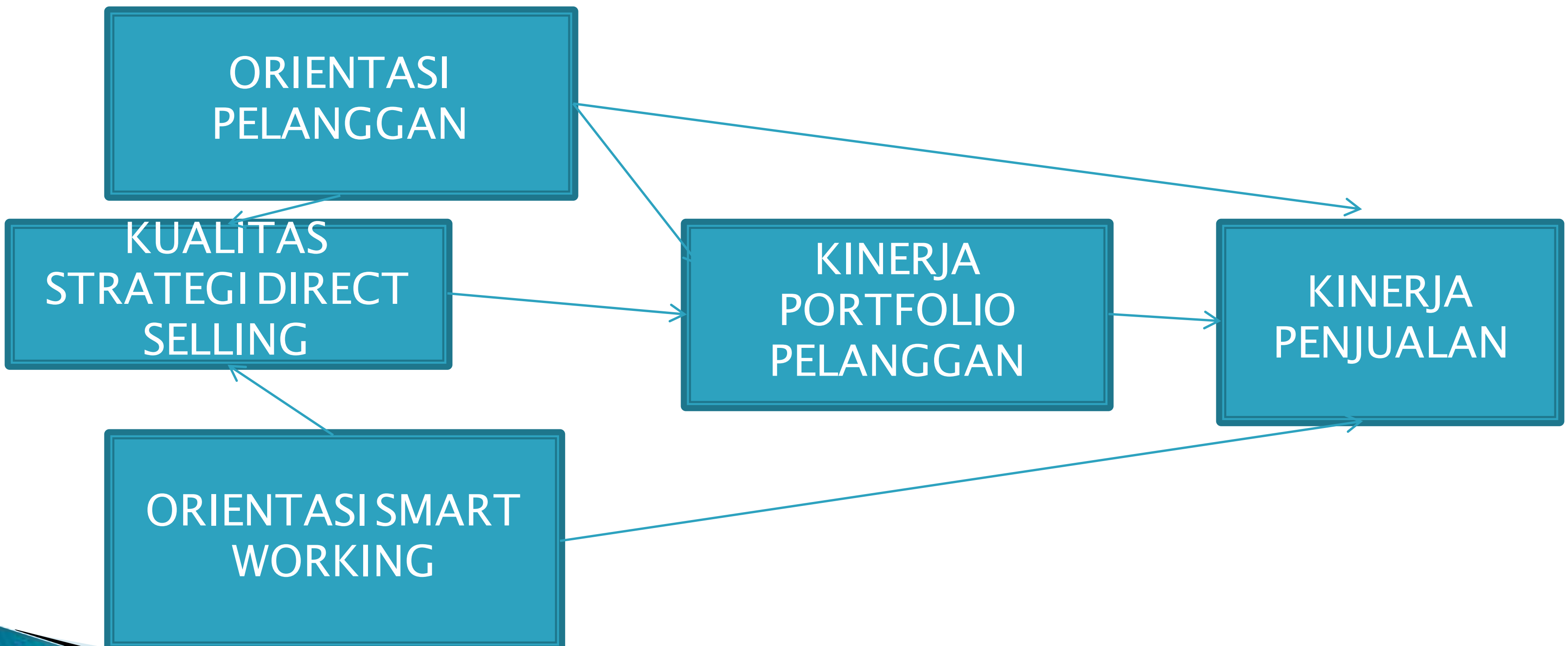
MODEL ORIENTASI PASAR MANAJEMEN

CFA (Ferdinand,2014)



Model kinerja penjualan

Model (Ferdinand,2014)

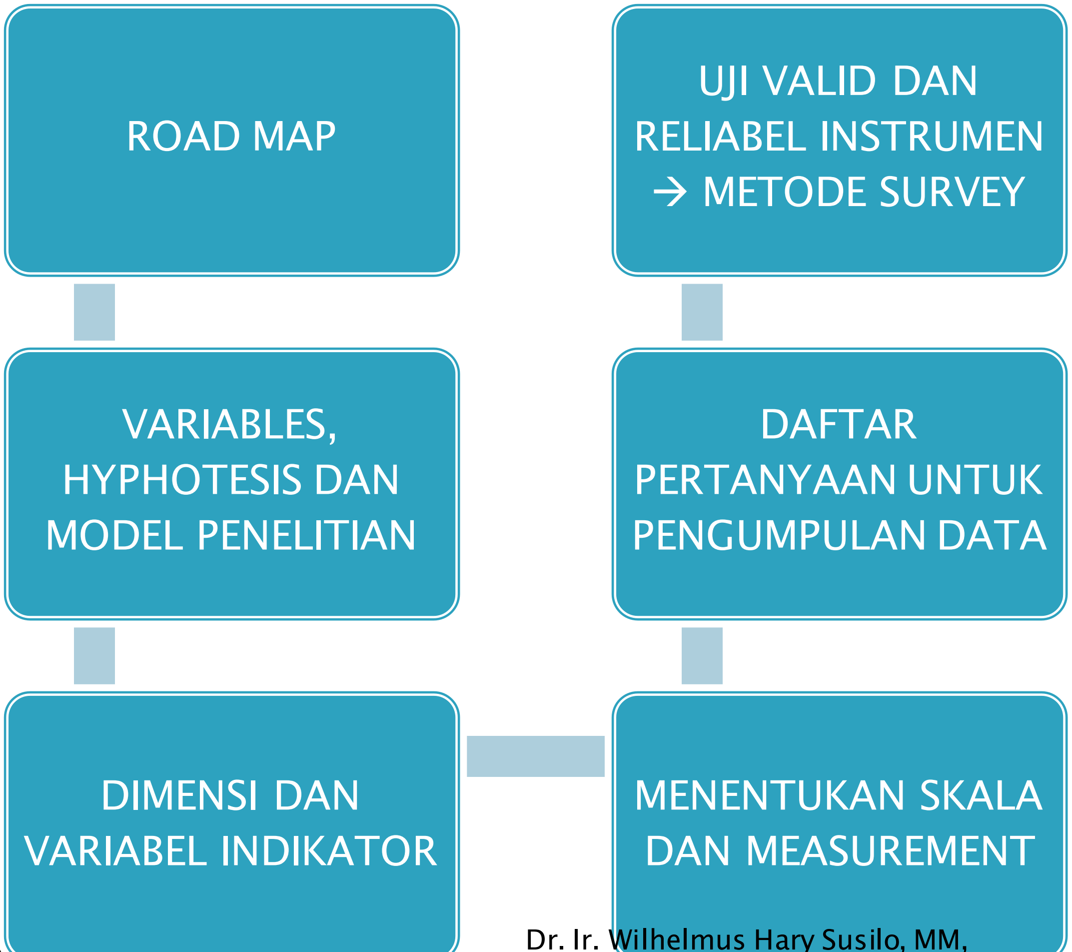


Pertemuan 13

MEETING M13

- MEASUREMENT VARIABLES

VARIABEL PENELITIAN DAN PENGUKURANNYA.



ANALISIS DATA

ANALISIS DATA

STATISTIK DESKRIPTIF	STATISTIKA INFERENSIAL

Pertemuan 14

MEETING M14

- PEMAHAMAN KAJIAN JURNAL INTERNASIONAL
- APLIKASI SEM

Contoh PROQUEST

BEYOND RELATIONSHIP QUALITY: EXAMINING RELATIONSHIP MANAGEMENT EFFECTIVENESS

- Kang, Bohyeon; Oh, Sejo; Sivadas, EugeneAuthor Information . **Journal of Marketing Theory and Practice** 21.3 (Summer 2013): 273-287.

abstract

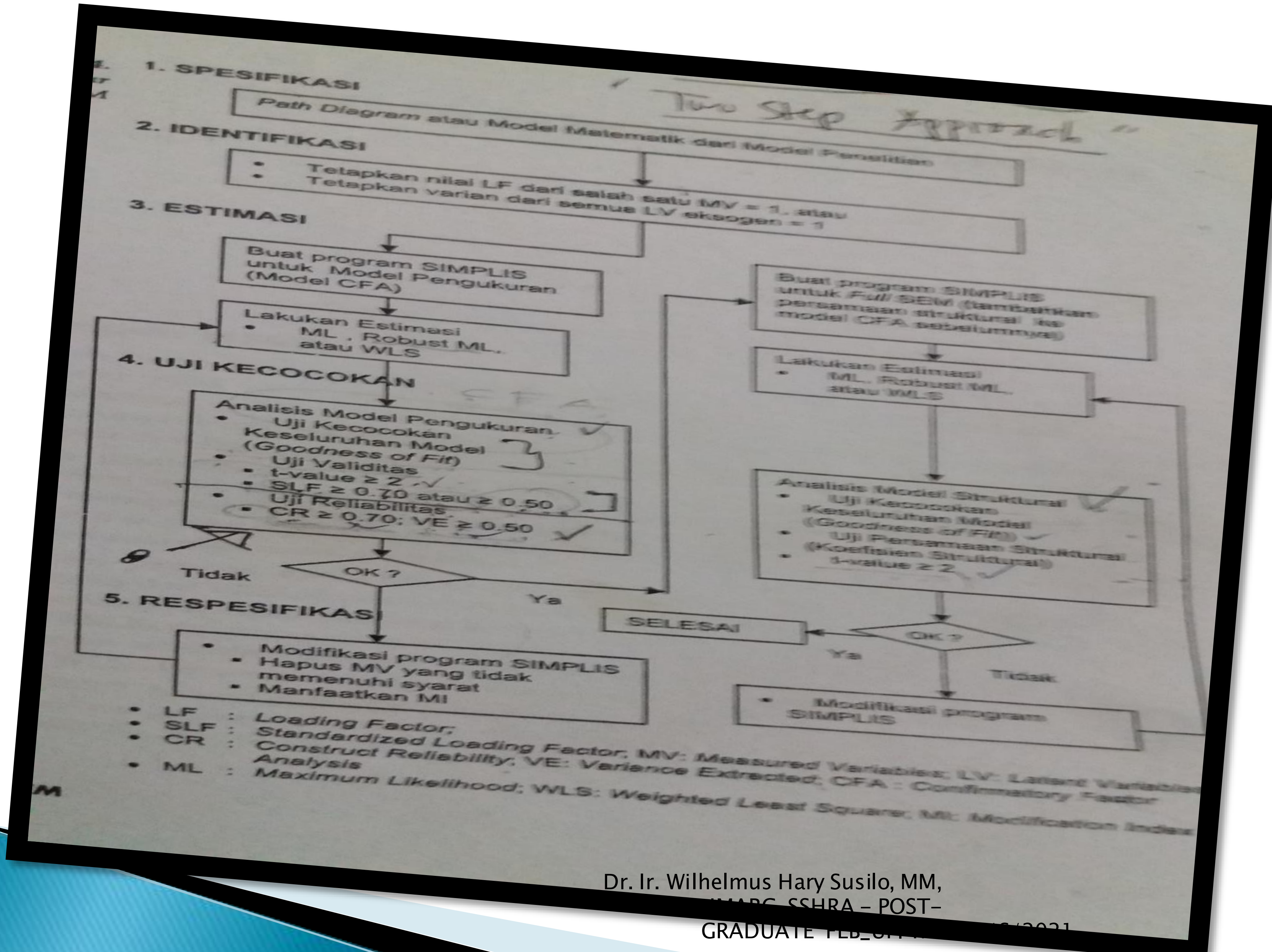
- Researchers have identified various factors that facilitate strong relationships, but approaches used to assess relationship quality do not do justice to the vast literature on relationship marketing. The lack of a comprehensive approach to assess the quality of relationships drives us to propose a "relationship assessment approach." This approach can (1) diagnose how well an organization is doing in managing its relationships in situations where an entity is managing a large number of relationships and (2) identify where corrective actions could be taken to strengthen the relationship. A structural equation-based model is tested using survey data from the Korean fast-food industry. Results suggest that the approach allows one to assess the competence of an entity in maintaining relationships with partner firms and identifies areas where the party could take corrective action to improve relationship quality.

APLIKASI SEM

2 STEP APPROACH:

- 1. CFA
- 2. HYBRID

TWO STEP APPROACH– LISREL



CONCEPTUAL FRAMEWORK AND THEORETICAL BACKGROUND
Relationships: Developing Power and Deteriorating Power

- Palmatier et al. pointed out that relationship orienta- tion "might capture either the firm's or the individual's underlying inclination" (2008, p. 175). Johnson and Sohi (2001) have demonstrated that firms' relational exchange orientations are stable. Similar to many studies in the business-to-business literature, we use the relationship between organizations as the unit of analysis. In devel- oping our framework, we focus on factors that promote relationships (Palmatier et al. 2006) as well as those that poison and impede relationships (Samaha, Palmatier, and Dant 2011).
- Our model has three elements: relationship developing power, relationship deteriorating power, and relationship dissolution. Our framework uses relationship dissolution as a key outcome variable since the goal of productive rela- tionships is to minimize the intent to dissolve a relation- ship and maximize commitment (Athanasopoulou 2009; Dwyer, Schurr, and Oh 1987; Ganesan et al. 2010; Ulaga and Eggert 2006). Figure 1 outlines the logic of our model.
- Relationship dissolution can be defined as a state where the relationship comes to an end and no more exchange between the buyer and seller occurs (Kang and Oh 2005). Some scholars (e.g., Moorman, Zaltman, and Deshpandé 1992) have suggested that commitment-an enduring desire to maintain a valued relationship-is the opposite of the intent to dissolve a relationship (Halinen and Tähtinen 2002; Heide and Weiss 1995; Ping 1993, 1997; Young and Denize 1995). While some relationships may dissolve for "natural" reasons, our focus is on dissolution stemming from failure in the relationship itself. The essence of our framework is that certain factors solidify commitment (we term these factors relationship developers) while other factors pull a relationship toward dissolution (relationship deteriorating factors). Thus, based on a comprehensive review of the literature, we divide into two groups the various factors that have been shown to affect relationships.

structural equation model

- Based on our framework , we developed the following approach to assess the competence of an entity in maintaining relationships with partners: The first step is to run a structural equation model using the correlation or covariance matrix of observed variables as input. The second step is to compare the coefficient of | y11 (from relationship developing power to dissolution intention) with ?2 (from relationship deteriorating power to dissolution intention).

The third step

- The third step is to compare eight Ks from dependence, cooperation, communication, relational norms, transaction specific investments, termination cost, satisfaction, and trust to relationship developing power. The process shows what variables are or are not working well for developing relationships. The larger the magnitude of λ, the stronger the indication that the partnership is work-ing well on that dimension.

The fourth anf fifth step

- The fourth step is to compare five Ks from opportunism, conflict, goal incongruence, alternative attractiveness, and unfairness to relationship deteriorating power. The process shows what variables are problematic in a deteriorating relationship. The greater the magnitude of λ, the more problematic the variable. And the fifth step is to fortify strengths and take corrective actions to address the weaknesses.

data

- Our structural equation-based model is applicable to set- tings where one entity (e.g., a franchisor) has relationships with multiple partners (e.g., franchisees). Our model would not work where only one or two business relationships are involved as we would not be able to estimate the parameters in a structural equation framework. Besides, in cases where only one or two relationships have to be evaluated, a more qualitative approach may be more practical.
- Our study was set in a franchise context. We collected survey data from 300 franchisees of a leading Korean fast- food franchise organization. This organization has about 1,800 franchisees, and we randomly selected 300 of them. The Korean franchise industry posted sales of 84 trillion won ($71 billion) in 2009, accounting for 7 percent of the Korean gross domestic product, and employed 1.5 million people ("Global Franchises Converge in Seoul" 2010). According to the World Bank, the Korean economy is the fifteenth largest economy in the world (http://databank.worldbank .org/data/download/GDP.pdf).

Measurement

- We used five-point Likert-type scales to measure the con- structs. The measures were developed based on prior research as outlined in the Appendix where we present the English version of the measures. We used existing measures that were adjusted for context. The four items for dependence were based on Jap and Ganesan (2000) and focus on alternative availability and ability to attain goals without the partner. The five items for cooperation were based on Morgan and Hunt (1994) and measure partner cooperation on a variety of marketing and supply chain activities. The four items for communication are based on Morgan and Hunt (1994) and focus on franchiser communication on various aspects affecting the business.

Purification

- We conducted confirmatory factor analysis to assess the validity of the measures. All the factor loadings are statis- tically significant ($\rho < 0.05$). We calculated Cronbach's ? for each construct to assess reliability. In the process, we deleted items with low item-to-total correlation, one item each from dependence, communication, relational norms, termination cost, dissolution intention, conflict, trust, and cooperation, and four items from opportunism (see the Appendix). Cronbach's ? was high and acceptable for all of the constructs (Nunnally 1978): dependence = 0.748, cooperation = 0.714, communication = 0.648, relational norms = 0.775, transaction-specific investment = 0.684, satisfaction = 0.774, opportunism = 0.826, conflict = 0.849, goal incongruity = 0.837, dissolution intention = 0.914, termination cost = 0.667, alternative attractiveness = 0.748, trust = 0.779, and unfairness = 0.869. Burgess and Steenkamp (2006) have noted the special challenges of collecting data in emerging markets. They advocate the usage of shorter and less complex measures than the ones used in mature markets. They also advocate the relaxation of the 0.70 level of demonstration of internal reliability. Deshpandé and Farley (1999) make the same point. So, our scales do demonstrate reliability and validity.

RESULTS

Step 1 : Structural Equation Model

- Using a covariance matrix as input, we ran a combined measurement and structural model. With respect to the mea- surement model, we ran a confirmatory factor analysis with the 63 items posited to load on 14 factors and a second-order factor analysis with the previously described eight constructs loading onto developing power, five constructs loading on deteriorating power, and dissolution loading on its own factor. The structural model had paths from developing and deteriorating power loading onto dissolution intention.

The fit indices

- The fit indices are reasonable ($\chi 2$ = 3,390.90, ρ = 0.00, df [degrees of freedom] = 1,874, RMR [root mean square residual] = 0.044, GFI [goodness-of-fit index] = 0.73, NNFI [nonnormed fit index] = 0.94, CFI [comparative fit index] =0.94, IFI [incremental fit index] =0.94, RFI [relative fit index] = 0.88, RMSEA [root mean square error of approxi- mation] = 0.05). The correlation matrix for the variables is presented in Table 1.

Step 2: Compare the Coefficient of | ?χ | with ?2

- As shown, the coefficient of lYj | from relation- ship developing power to dissolution intention is −0.25 (t = 2.94), and ?2 from deteriorating power to dissolution intention is 0.50 (f = 5.14). In the case at hand, the deflators are twice the magnitude of the developers. Thus, we can conclude that the focal relationship between franchisor and franchisees is not on a solid footing. We also conducted a chi-square difference test: ?χ2 = 159.28 (ρ = 0.00, df = 1), significant at the level o? ρ < 0.001. The results of the un- constrained model (χ2 = 3,390.90, ρ = 0.00, df= 1,874) were compared to that of the constrained model (set path from developing power to relationship = path from deteriorating power to relationship) (χ2 = 3,550.18, ρ = 0.00, df = 1,875). The results give further confidence in the robustness of the findings.

Step 3: Compare Eight ks to Relationship Developing Power

- The variables contribute to relationship developing power in the following order as assessed by the magnitude of their coefficients: satisfaction, trust, dependence, relational norms, communication, cooperation, transaction-specific investment, and termination cost. All but two of the vari- ables are working well. But, as can be seen by examining the magnitude of the coefficients, transaction-specific invest- ment and termination cost do not contribute significantly to relationship developing power. Their contribution to relationship developing power is weak. Thus, we can con- clude that transaction-specific investment and termination cost are very low in our context and are not contributing much to developing the focal relationship.

Step 4: Compare Five ks to Relationship Deteriorating Power

- The variables contributing to relationship deteriorating power in order of magnitude of their coefficients are as fol- lows: conflict, unfairness, goal incongruence, opportunism, and alternative attractiveness. In investigating the result, all of the variables contributing to relationship deteriorating power are sources of potential problems in this relationship. Thus, given the fact that deteriorating power is exerting a stronger influence than developing power, we can conclude that corrective actions are necessary to repair the relation- ships, and we should turn our attention to the variables contributing to deteriorating power.

Step 5: Fortify Strengths and Take Corrective Actions Quickly to Correct Problematic Weaknesses

- The strengths of the relationship studied are satisfac- tion, trust, dependence, relational norms, cooperation, and communication, all of which significantly influence relationship developing power. But the weaknesses in this relationship are low transaction-specific investment and termination cost, high conflict, unfairness, goal incongru- ence, opportunism, and alternative attractiveness. More- over, on the whole, weaknesses outweigh the strengths in this relationship. To increase developing power, managers can explore the feasibility of increasing transaction-specific investment and termination cost. On the deteriorating power side, decreasing conflict, unfairness, goal incongru- ence, opportunism, and alternative attractiveness can be explored. Looking at the individual variables, it seems that conflict in the relationship and unfairness perceptions are rather high while alternative attractiveness is less severe a problem. So, managers need to focus on how to decrease conflict and perceptions of unfairness and make goals more congruent in this relationship.

DISCUSSION

- Despite the growing importance of relationship marketing, there is no comprehensive approach for an entity to assess its competence in maintaining relationships with key partners and to assess the quality of its partner relationships. As Rajamma, Zolfagharian, and Pelton (2011) noted, business-to-business marketing scholars need to do a more comprehensive examination of relational constructs. And Purinton, Rosen, and Curran (2007) pointed out that relationships need to be managed proactively. Conceptu- alizations of relationship quality do not do justice to the rich literature in relationship marketing (e.g., De Wulf, Odekerken-Schröder, and Iacobucci 2001). As Johnson (1999) suggested, it is simplistic to assume that one or two variables can completely capture the nuances of a relation- ship. This motivated us to create the approach presented here. Our goal was to develop a reasonably easy to use tool that other researchers can employ.

next

- Using relationship quality as a starting point, we develop the framework of relationship developing power and rela- tionship deteriorating power. This is a comprehensive, yet parsimonious, classification of various countervail- ing factors that affect relationships. Developing power draws partners together, whereas deteriorating power points to potential sources of problems that undermine partnerships.
- Our test of this model in the Korean fast-food fran- chising context indicates that our method appears to be a robust approach to identifying the overall competence with which an entity manages relationships. It also helps researchers identify where a relationship is particularly strong and to determine what it is lacking and what needs to be fortified. Few relationships are perfect. Each has some strengths and weaknesses. Thus, we go beyond the existing relatively simpler assessments of relationship quality to a more complete articulation of relationship strengths and weaknesses. We commend other scholars to build on this conceptualization.

next

- In our specific test, we find that the focal relationship with franchisees is not particularly robust, with deteriorat- ing power exerting a stronger influence than developing power. As previously mentioned, it appears that conflict in the relationship and unfairness perceptions are rather high while alternative attractiveness is less severe a problem. So, managers need to focus on how to decrease conflict and perceptions of unfairness and make goals more congruent in this relationship. Managers could also explore the fea- sibility of increasing transaction specific investments and termination costs.

next

- Our approach toward assessing relationship competence gives organizations a relatively simple but comprehensive tool to diagnose and understand relationship competency. This method can be used to assess and evaluate the state of a relationship with a partner. In addition to identifying problems, this method also identifies what needs to be cor- rected. Marketers have realized that retaining partners and customers is often more economical than attracting new ones (Eyuboglu and Buja 2007). We believe that relationship marketing has experienced explosive growth for this reason. For developing and maintaining a valuable relationship with a partner, diagnosing and understanding the status of the relationship is necessary. Our methodology provides an effective tool to do so.

Limitations and Future Research Directions

- In reviewing the extant literature pertaining to relationship marketing, we identified several relationship developing power and relationship deteriorating power variables. While we believe that our model is comprehensive, we cannot entirely exclude the possibility of any missing meaning- ful variable in this model. However, it would be easy to incorporate additional variables into our model. All one would need to do is identify whether it is a developing or deteriorating power variable.

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- In our desire to include all possible variables in our model we included goal incongruence–a relatively less researched variable. More work is needed to isolate the rela- tive effects of goal incongruence versus goal congruence and its contribution to relationships. This construct needs further development.
- We tested our model with survey data from the franchise industry in Korea. For the generalization of this method, we recommend further tests from different contexts and countries. We would especially recommend a test in non- franchising contexts.

next

- While the franchising context has been extensively used by marketing scholars, the nature of relationships can vary in other business-to-business contexts. Our data were collected from one side of the relational dyad. Our method is flexible enough to accom- modate perspectives from both sides of the dyad and we commend researchers to utilize this method to collect data from both sides of the relational dyad.
- We used cross-sectional data in our test of the model, and we suggest others to follow up with experimental and longitudinal studies to further test and validate our model. We do recognize that relationships change over time and commend researchers to deploy longitudinal studies using our method.

Implications for Business Practice

- There is no easy way for a business entity to assess its effec- tiveness in relationship management. This is especially true for the franchise setting where the organization is dealing with hundreds or thousands of franchisee owner operators. Our proposed approach provides a parsimonious, effective, and comprehensive method that business entities can use to assess how effective they are at managing relationships.

Implications for Business Practice

- Our approach can be easily deployed by corporations by collecting survey data from their member partners. While it could be argued that organizations do not typically run structural equation models, such skills is easily available and should not be an insurmountable problem as our framework and model are very straightforward and usable.

Implications for Business Practice

- Using our model organizations can identify the strong points of their relationships as well as areas that need their immediate attention. Organizations can also get an overall understanding of whether a relationship is developing or deteriorating. With data collected over a number of years, organizations can also gauge their overall effectiveness in managing relationships over time.

Measurement Items

Dependence

- 1. We would have difficulty in attaining our goals without X. (D)
- 2. We can't find any replacement for X.
- 3. We are dependent on X.
- 4. We don't have any partner who can replace X.

Cooperation

- 1. We cooperate with X on advertising activities. (D)
- 2. X cooperates with us on advertising activities.
- 3. X cooperates with us on refund and compensation programs for customers.
- 4. X cooperates with us on promotional activities.
- 5. X cooperates with us on inventory management.

next

Communication

- 1. X gives us information about the development of new products.
- 2. X gives us feedback on our performance.
- 3. X does not respect our opinions. (R)(D)
- 4. We communicate our expectations of performance with X.

Relational Norms

Relational Norms

- 1. We try to maintain a good relationship with X.
- 2. We are partner with X in this franchise system.
- 3. We maintain a cooperative relationship with X.
- 4. We are flexible in changing agreement with X in case X has any difficulty.
- 5. We can concede agreement in X's favor in case X has any difficulty.
- 6. We can adjust agreement with X in case X has any difficulty.
- 7. Our benefit from the relationship with X is proportional to our mutual cooperation with X.
- 8. We share costs and benefits from the relationship fairly with X.
- 9. We share the cost of promotional activities with X. (D)

Transaction-Specific Investment

Transaction-Specific Investment

- 1. We invested much in Store display and employee training for the relationship with X.
- 2. If we terminate the relationship with X, we will lose almost all investments to the relationship with X.
- 3. We have invested substantially in human resources for the relationship with X.
- 4. If we terminate the relationship with X, the know-how that we have accumulated will be useless.

Termination Cost

Termination Cost

- 1. We are afraid what will happen in the case of relationship termination with X.
- 2. We can't terminate the relationship with X even if we want to.
- 3. If we terminate the relationship with X, our business will be in danger.
- 4. It will cost little to terminate the relationship with X. (R)(D)
- 5. It will cost a lot to switch the relationship with X.

Satisfaction

Satisfaction

- 1. We are generally satisfied with the relationship with X.
- 2. We feel that X is a good company to do business with.
- 3. We are satisfied with the support and service received from X.

Trust

Trust

- 1. We are cautious in doing business with X. (R)(D)
- 2. X wants an intimate relationship with us.
- 3. X is skeptical of our propositions. (R)
- 4. We respect X's advice.
- 5. We work with X on an equal footing.
- 6. X expects us to maintain a close relationship with them.
- 7. We expects X's future behavior to be consistent with past behavior.
- 8. We have consensus with X on matters related to marketing programs.
- 9. We think that X is sincere.

Opportunism

Opportunism

- 1. We are reluctant to give information about our business activities to X. (D)
- 2. We give information about our business activities to X only when X requests. (D)
- 3. We exaggerate our difficulty in case of X's request of cooperation. (D)
- 4. We sometimes promise some things to X falsely.
- 5. We can distort truth to obtain what we need.
- 6. We can exaggerate sales chances to X intentionally.
- 7. We can violate agreement with X for our profit.
- 8. We keep our promise to X even though X is unable to be aware of our violation. (R)(D)

Conflict

Conflict

- 1. Our business will be better without X.
- 2. We dislike X's business activities.
- 3. X's policies decrease our profit.
- 4. X makes our business difficult.
- 5. Sometimes X makes us angry.
- 6. X sometimes makes us do what we dislike. (D)
- 7. X helps us do our business. (R)
- 8. X is not concerned about our benefit.
- 9. X's policies make our business difficult.
- 10. It is beneficial for us to deal with X. (R)

Goal Incongruity and Goal Incongruity

Goal Incongruity

- 1. Our goal is different from X's.
- 2. Our long-term goal is different from X's.
- 3. Our values are different from X's.

Alternative Attractiveness

- 1. Generally X's competitors in this franchise system are fairer in doing business than X.
- 2. Generally the policy of X's competitors in this franchise system can be more profitable to franchisees.

Unfairness

Unfairness

- 1. Generally X is unfair in doing business with us.
- 2. Generally X treats us unfairly.
- 3. Sometimes, we feel that X treats us unfairly.

Dissolution Intention

Dissolution Intention

- 1. We would like to terminate the relationship with X. (D)
- 2. We would like to switch franchisors.
- 3. We don't want to maintain the relationship with X.
- 4. We are going to switch franchisors in the near future.
- 5. We are seeking a new franchisor.
- 6. We are going to terminate the relationship with X.

Note: (D) deleted item during the reliability check; (R) reversed scale.

TEMUAN PENELITIAN

TEMUAN DESKRIPTIF

TEMUAN INFERENSIAL: RINGKASAN INFERENSIAL DARI HIPOTESIS DAN MODEL YG MENYIMPULKAN PENERIAMAAN DAN YG PALING ROBUST.

TEMUAN INFERENSIAL SEBAGAI AKIBAT DARI DITERIMA ATAU DITOLAKNYA HIPOTESIS RISET

TEMUAN INFERENSIAL TERHADAP MASALAH PENELITIAN YANG MENJADI FOKUS

IMPLIKASI THEORITIS DAN IMPLIKASI MANAJERIAL YANG DIHASILKAN

KETERBATASAN – KELEMAHAN PENELITIAN DAN PENELITIAN LANJUTAN

Contoh published International Journal

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Pertemuan 15

MEETING M15

- ESSAY Proposal Thesis

Persiapan publikasi

- Proposal thesis di Jurnal Internasional
- Pilih jurnal dengan index Copernicus.

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MEETING 16

- FINAL EXAMINATION

reference

Daftar Pustaka

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