

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Research on Trust Transfer during the
Transformation from Agency Enterprise to
Chain Service Enterprise of Auto Accessories**
汽車用品代理型企業向汽車服務連鎖型企
業轉型過程中組織信任的研究

Submitted to
College of Business
商學院
in Partial Fulfillment of the Requirements
for the Degree of Doctor of Business Administration
工商管理學博士學位

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August 2018
二零一八年八月

摘要

組織信任，因其對於經濟與社會發展的重要作用與影響，越來越受到心理學、社會學和經濟學等各個學科領域學者們的重視。組織信任作為企業間合作的重要的非正式因素之一，影響著企業間的經濟往來和關係建設。因此，組織信任影響企業間發展問題理所應當地成為管理學研究者們關注和研究的重要問題。

在競爭激烈的汽車工業領域，汽車製造業已進入微利時代，更多的獲利機會將在汽車後市場服務領域之中。據國外發展成熟的汽車工業整體盈利模式來看，汽車製造廠商總利潤的 30% 來源於生產整車的盈利，而汽車後市場服務領域的盈利占總利潤的 70%。我國汽車製造業的長期短缺，使人們的目光過多地集中在汽車製造上，而對汽車後市場服務領域重視不夠。本文將研究基於我國汽車後市場發展背景下，汽車用品代理型企業轉型汽車服務連鎖型企業過程中，信任轉移對經銷商加盟連鎖意願的影響研究。

本文以系統的理論梳理、實踐調研及問卷調查為基礎，以“組織信任”作為研究的切入點，以本土化的視角探討了影響筆者所在企業與下屬經銷商之間組織信任問題，分析出下屬經銷商信任筆者所在企業的因素為企業的特徵（受信方行業競爭力、行業地位、成長速度等）、合作行為（合作正當性行為等）、IT 資產有用性和合作收益，但不受到產品特徵的影響。在原有組織信任研究的基礎上，研究筆者所在企業轉型時期（汽車用品代理型企業轉型汽車服務連鎖型企業），信任轉移對經銷商加盟連鎖意願的影響。分析得出經銷商對筆者企業原有信任使其對預期收益的預估和對筆者企業的影響力均有顯著的正向影響，進而得出影響經銷商加盟意願的因素為對企業的原有信任、對預期收益的預判和對受信方影響力的影響三方面。但信任的轉移依靠預期收益完成而不是通過受信方影響力。

本文應用管理學的理論和定量研究方法，特別是在結合組織信任理論與信任轉移發展理論構建本研究理論分析框架的基礎上，綜合運用結構分析模型與實證分析方法等最新的研究方法，從理論分析與實證研究兩方面對組織信任、信任轉移及其對經銷商加盟連鎖意願進行系統而深入的分析，得出了一定學術價值的研究結論。

總體而言，本文的研究結論證實出原有信任和信任轉移對經銷商加盟連鎖意願是有正相關性，也闡述了信任的轉移是依靠預期收益完成而不是通過受信方影響力，這為今後相關研究提供了參考價值。與此同時，這些結論為企業間關係發展與維護提供了重要的實踐指導意義。

關鍵字：代理型企業；連鎖型企業；經銷商；組織信任；信任轉移

Abstract

Organizational trust, because of its important role and influence on economic and social development, has been paid more and more attentions by scholars in psychology, sociology and economics. As one of the important informal factors that affect inter-enterprise cooperation, organizational trust affects the economic exchanges and relationship construction between enterprises. Therefore, how organizational trust affects inter-firm development should be an important issue that management researchers pay attention to and study.

Since the competition in the automotive industry is becoming fierce, the automotive industry has entered an era of meager profit. More profitable opportunities will emerge in the field of automotive after-sale services. According to the foreign mature overall profit model of the automobile industry, 30 % of the total profit of the automobile manufacturers comes from the production of the whole vehicle, while the rest 70 % comes from the service field of the automobile market. The long-term shortage of Chinese automobile manufacturing industry makes people pay too much attention to the automobile manufacturing, but not enough to the service field of the automobile aftermarket. Under the background of Chinese automobile post-market development, this paper studied the influence of trust transfer on dealer's willingness to join the chain in the process of automobile service chain enterprise transformation

Based on the systematic theory review, practical investigation and questionnaire survey, this paper discussed the organizational trust between the enterprise and the subordinate dealers from the perspective of localization and organizational trust. Then, we analyzed the factors that influence the organizational trust from the subordinate dealers, including the characteristics of the enterprise (industry competitiveness, industry status, growth rate, etc.), cooperative behavior (cooperation legitimate behavior, etc.), usefulness of IT assets and cooperation profits. However, the organizational trust was not affected by the characteristics of products. On the basis of these results, this paper studies the influence of trust transfer on dealer's willingness to join the chain during the transformation period of the author's enterprise. The results showed that the dealer's original trust has a significant positive impact on the expected income and the influence of the company, and then the factors that affect the dealer's

willingness to join are the original trust on the enterprise, the anticipation of the expected income and the influence on the trusted party. But the trust transferring passed through the expected return rather than through the influence of the recipient.

With the management theory and quantitative research methods, especially in the combination of organizational trust theory and trust transfer development theory to build the theoretical analysis framework of this study, this paper conducted the theoretical analysis and empirical research on organizational trust, trust transfer and its intention to join the chain of dealers to conduct a systematic and in-depth analysis with structural equation model and game theory. The findings contribute to the academic research.

In general, the conclusions of this study confirm that the original trust and trust transfer are positively related to the dealer's willingness to join the chain, and also explain that the trust transfer is completed through the expected return rather than through the influence of the recipient, which provides a reference for future research. At the same time, these conclusions provide important practical guidance for the development and maintenance of inter-enterprise relations.

Keywords: Agency enterprises; Chain enterprises; Dealers; Organizational trust; Trust transfer

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