

An Empirical Study on influence of interpersonal relationship* on business purchase decisions under Chinese culture

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Abstract: On the perspective of Chinese “GuanXi” and on the basis of trust and relationship marketing theory, this research discussed the influence of Chinese “GuanXi” on business purchase decisions through deep interview with 21 responders and 569 efficient questionnaires of pretest and the final test. The results will apply the theory into the marketing practices of supply business. On the beginning, this paper defined four core characteristics of interpersonal relationship, then analyzed the influence of interpersonal trust and relationship commitment on building trust between businesses and elicited factor analysis of forming purchase decision intention, and finally achieved the model of influence of interpersonal relationship on business purchase decisions.

Key words: Chinese interpersonal relationship; Purchase decision; Trust; Commitment

1. Research Background

Chinese society is an ethical society focusing on human feelings and interpersonal relationships and, which has been proved by cultural anthropology, history, sociology and other subjects in the past, and the realistic experiences has been always showing people the importance of interpersonal relationships. Under Chinese culture, there is significant difference in the meaning and role of interpersonal relationships against the western countries. “GuanXi” is not only an important part of Chinese people’s social life, but also “relations” is deeply infiltrated in Chinese people's economic, political and other activities, the Stigma of “GuanXi” is found every time and everywhere in Chinese interpersonal communication. In particular, in the 21st century, Chinese enterprises are facing great changes in marketing environment; its marketing activities have changed drastically. The purchasing activities are influenced increasingly by “GuanXi” culture. In the decision-making process of purchasing, the enterprises began to pay attention to the management problems of

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“GuanXi”. At the same time, the supplier companies also have begun to use “GuanXi” to reach their business goals. Therefore, it is very important to research the influence on purchase decision by interpersonal relationship to improve the level of purchase decision at this stage.

At present, the research on Chinese interpersonal relationship mostly concentrated in sociology, social psychology and other fields, however, research on corporate marketing practice based on interpersonal relationship is rare, especially the influence on corporate purchasing decision. Zhuang Guijun and Xi Youmin(2003) commented the cultural basis of relationship marketing in China, defined four modes of Chinese interpersonal relationship: inherited relationship, embedded relationship, gradual relationship and developing relationship. Dong Yali and Yang Kui(2006) presented the specific characteristics and expressions of Chinese “GuanXi”, and on the basis of which studied relationship marketing under Chinese culture background. Although it is not perfect in the logical analysis, the expansion of concept and system construction, its contribution in research and systematical summary should be affirmed.

At the same time, theoretical research on enterprise purchasing behaviors and influencing factors in our country is relatively underdeveloped. From the search of domestic related information in this study, the number of Chinese monographs and translation is very limited, some representative monographs include: *Marketing Between Organizations* by Guo Yi, Hou Limin, Li Yaodong; *B to B Marketing Theory and Practice* by Li Guihua; *Organizational Marketing* by Wang Yonggui; *Organization Marketing* wrote by British scholar Dominica • Wilson, translated by Wan Xiao and Tang Xiaohua; *Organizational Marketing And Management* wrote by American scholar Michael • D • Doherty and Thomas • W • Jospin, translated by Zhu Ling, Liang Wei, Cao Yiran and so on. Papers include: *Business-to-Business Marketing Model and Characteristics* and *Purchasing Behavior Model and Its Practical Value in Business-to-Business Marketing in Modern Financial* 2000 No. 9 and 2002 No. 4 respectively by Li Guihua and so on. The quantity of these monographs or papers is far from the demand of research on B to B marketing, this also shows the lack and weak of research on B to B marketing in China. To sum up, compared with the industry marketing research in developed countries of Europe and the United States in the 1960s and 1970s, research on B to B marketing in China is far behind both in theory and practice. This requires the research staff pay more attention to this field and conduct a deep research, particularly based on

theoretical study, considering the situation of Chinese enterprises purchasing behavior, make a conclusion suitable for business conditions in China through an empirical analysis.

This article stands on Chinese traditional cultural background, based on analyzing the concept and characteristics of Chinese interpersonal relationships, studies the influence on relationship commitment, interpersonal trust between enterprises and trust among enterprises by Chinese interpersonal relations, and fatherly analyzes the impact on enterprises purchasing decision by “GuanXi” marketing. Based on deep interview research, it builds theoretical model by an empirical research to conduct a strict quantitative analysis, explains these issues by comprehensive scientific validation, innovates and improves the B to B relationship marketing theory based on Chinese interpersonal relationships.

2. Theoretical analysis and research hypothesis

(1) Relation between Interpersonal Relationships, Trust and Commitment

Interpersonal relationships mainly refers to a psychological relationship formed through mutual communication between people, or psychological distance (Shi Ronghua,1988; He Liying, 1990; Li Yongxiang, 1990), a psychological relationships and behavioral performance between people formed through communication(Li Zhenwen, 1986; Guo Minliang, 1993). Lin Guochan (1998a) believed interpersonal relationships should include interpersonal relationships in both emotion and cognition.

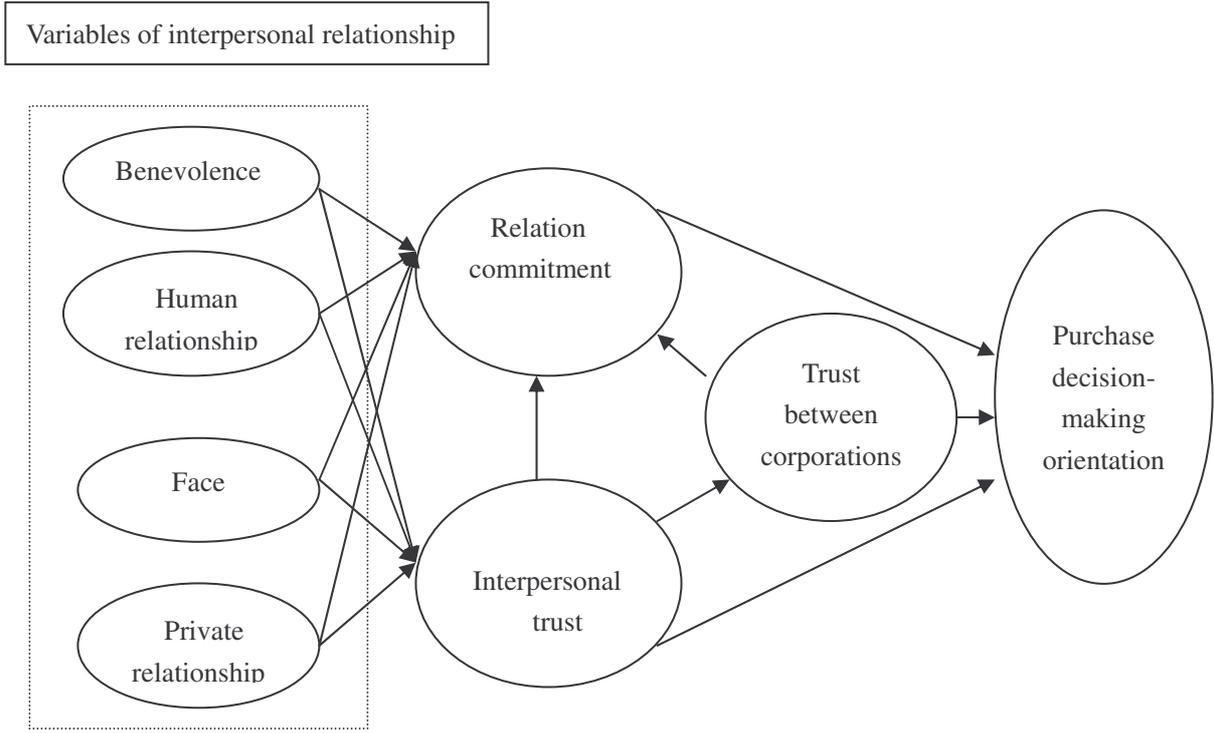


Figure 1 Analyzing model of interpersonal relationships on the impact of corporate purchasing decision

Most scholars believe that the essence of interpersonal relationship is the result of social relation. As Li Xingwan (1986) said, actually, the essence of interpersonal relationship was a kind of social relation. And some scholars pointed further that interpersonal relationship was mutual interaction based on private feelings and benefit in the course of social activities, whose essence was the product of social relation (Li Rongxing, 1994; Yu Jingzu, 1995; Lin Guoshan, 1998a). Through literature retrospect, this research believes interpersonal relationship is mutual interaction based on private feelings and benefit in the course of social activities, and whose essence is the product of social relation. The interpersonal relationship on the background of Chinese culture has its particularity, with the following four characters: benevolence, justice, courtesy and wisdom, attaching importance to face, human feelings and private relation. Finally, this research regards benevolence and justice, human feelings, face and private relation as the prime variables to study Chinese interpersonal relationship, and constructs research model (see Figure 1) on the view that trust and relation commitment between corporations will influence enterprises' purchase decision-making orientation ultimately.

(2) The relation between interpersonal relationship and trust

John E. Swan and Johannah Jones Nolan (1985) are scholars who recognize the importance of interpersonal trust in relation between corporations earlier. Through literature retrospect, they found that although the problem of trust had been attached important in the field of relationship marketing, there are still no empirical literatures on interpersonal trust between corporations. According to common principle of trust forming, they raised a series of hypotheses to be tested for further empirical research. These hypotheses mostly aimed on factors which influenced trust forming, including the experience of buyers and sellers, the ability of sellers offering exact information, the ability of sellers influencing their corporations' decision on the benefit of purchasers, the basic reliability of sellers, and the function of seller and its corporations and so on. There were some sub-hypotheses under each hypothesis; these hypotheses become the basis of empirical research by many further scholars on interpersonal trust among corporations. John E.Swan(1988) and others measured interpersonal trust among corporations specially, who believed that the essence of purchasers' trust on supplier marketers was his dependence on marketers' commitment in B to B marketing.

This paper defines corporations' interpersonal trust as trust between boundary persons in corporations. It is a kind of belief of client in marketers' righteousness and reliability, which contains cognitive trust, emotional trust, institutional trust, and trust of acquaintance. Both interpersonal relationship and trust embody relation quality in individual level among corporations, Robert and Wiew(2001) had tested the promotional function of interpersonal relationship between purchasers and bargainers of Malaysia Chinese on their interpersonal trust. This research believes that nice interpersonal relationship of boundary managers in corporations contributes to development of their interpersonal trust. In the deep interview with twenty-one people, who all mentioned the influence of benevolence, justice, humanity, face and private relationship in Chinese interpersonal relationship on interpersonal trust.

The interviewees in this research held these views about this aspect: knowing each other, his morality, character and timely information communication, eliminating suspicion and building trust relationship after paying out in job; there are more and more few people of being justice in intercourse ,and I hope we should pursue some morality and justice when we work together; faith

and trust are the foundation of corporations, and reputation is also a considered content whether the opposing party trust my company , and trust is very important in the business intercourse; I would rather like to affiliate with the people who have the character of benevolence, ability, and righteousness and so on; you must be someone before you can do something and build up your brand and so on. Therefore, we raise the following hypothesis:

H1a□There is a positive correlativity between benevolence (caring others actively and pursuing morality when working) and interpersonal trust

Jin Yaoji(1988) believed that Chinese humanity was ardour, presentation and affection of human being, and he generalized it to be 'the way how people affiliate with each other' ruled by traditional ethic. Chinese humanity is a kind of particular culture character in Chinese interpersonal relationship, which is the most important ligament to hold interpersonal relationship together, and is also a prime method for Chinese intercourse. To sum up, Chinese humanity has three types: human emotion, delivering Chinese humanity and emotion of courtesy demands for reciprocity. In addition, it is a kind of resource for people to present when people intercourse in the background of Chinese particular culture. Although people trend to pursue more utility nowadays and emotional foundation of interpersonal relationship is becoming weak, it is just a change in degree of emotion among people. So Chinese utilitarian interpersonal relationship is full of kindness itself, and mixes Chinese humanity. Therefore, we raise the following hypothesis:

H2a□There is a positive correlativity between Chinese humanity and interpersonal trust

He Youhui (1974) believed that face is an appearing respect and obedience what a person requires others. Through literature retrospections, this research finds that Chinese attach much importance to face and regard it as an exterior embodiment of life value. So face is often seen as the best gift for people to present each other. Certainly, people given face will return it to the one in some way at proper time. Therefore, we raise the following hypothesis:

H3a□There is a positive correlativity between face and interpersonal trust

Private relationship is a fundamental variable in Chinese commercial activities (Han Wei, Xi Youmin, 2001; Zhuang Guijun, 2004). The most important difference in commercial activities between China and western countries is that Chinese pay more attention to private relationship but the western would attach importance to abiding by contract (Arias, 1998; Davies, 1995). This is proved by the deep interview in the research. For example, an interviewee said, "I will give my

acquaintance more trust, but often be on guard against strangers. If I find him authentic through observing his behaviours and his attitude to me, I will build up trust in him gradually.” “I think if the better the private relationship is, the stronger the feelings of trust is, the more smooth the process of signing contract will be and it will be easier to deal with problem in the middle process.” “Private relationship will make it easier to consider further and have details in mind in the process of purchasing, and think for the other when negotiating, so the two sides don't care for too much when paying out. This private relationship can attain competitive advantage at some degree and would be considered preferentially although their condition may be alike.” Gu Wenqun(2001) pointed that we should win the trust from the clients by building good private relationship as he raised better advice toward the phenomenon of low degree of trust between corporations and clients. Therefore, we raise the following hypothesis:

H4a □ There is a positive correlativity between private relationship and interpersonal trust

(3) Relation between interpersonal relationship and relationship commitment

Relationship commitment among corporations is a degree of a corporation developing familiarity and lasting relation with another corporation □ Kim & Frazier, 1997 □, and a trend of keeping a kind of relationship on dimension of psychology and activity. Anderson and Weitz (1992) had a profounder sight on commitment, who believed that “The essence of commitment among or in organizations and interpersonal relationship is stabilization and sacrifice. A commitment to a relationship is far from making a simple and positive evaluation on the other based on the current benefit and cost concerned to the relationship. It means a sort of lasting oriented adoption to relationship, namely, a will of doing short- time sacrifice to gain long-time benefit from relationship. The lasting orientation is based on such a hypothesis that if relationship is stable, it will last enough long time and make each side achieve long-time benefit. In conclusion, a commitment to a relationship loads a will of developing firming relation, a will of doing short-time sacrifice to maintain relation and stable confidence in relation.” According to retrospection and analyzing related literature, this paper defines commitment of relationship as a degree and will that purchaser want to develop close and lasting relation with supplier, which contains emotion commitment, counting commitment and behavior commitment, and can be measured by three

measurable criteria, namely, input, permanence and consistency.

The fruit in the deep interview of this research contains that we would like to develop a lasting and close relationship with the other side if he emphasizes humanity, enjoys information interaction and help with each other at difficult time; I will tend to keep nice relationship with the people who work actively, consider thoughtfully and have a stronger sense of responsibility. At the same time, the other side will make me happy very much if he does something for our relation; Both of us satisfy with this situation that we are in good connection with salespeople and he is willing to intercourse with us constantly by getting rid of the factor of benefit, even we can become very good friends; If we are in good relation, there will be not big obstacle to communicate with them and he would be considerate for me when signing contact , and carry it out it more carefully and be responsible for it after the contact is signed; I will trust in his commitment usually if he is in good character and honour, pays attention to communication and giving me face every now and then; They are more willing to cooperate with us in the situation that we are in nice private relationship because in this way we are familiar with our opinions of dealing with problems and methods are complementary, so the other side will work more efficiently.

Therefore, we raise the following hypotheses:

H1b □ There is a positive correlativity between benevolence (care others actively and pursue morality when working) and the level of relationship commitment

H2b □ There is a positive correlativity between humanity and the level of relationship commitment

H3b □ There is a positive correlativity between face and the level of relationship commitment

H4b □ There is a positive correlativity between private relation and the level of relationship commitment

(4) Relation between interpersonal trust and relationship commitment

Morgan & Hunt □ 1994 □ pointed that, in the KMV □ key mediating variable □ model of relationship marketing, the two hinge - commitment and trust are not irrelative at all but in strong correlativity, namely, trust influences commitment, “The relation with the character of trust is so valuable that each side hopes to devote itself into this relation”. Trust is a mainly decisive factor to relationship

commitment, or we can say, it can be regarded as a precondition factor of commitment. The research of Wong & Sohal (2002) discussed the influence of trust and commitment on quality of relation from the layer of operators and shopkeepers. The result showed that there was a positive correlativity between trust of clients in operators (interpersonal trust), and interpersonal trust is positive related with the quality of relation.

Therefore, this paper raises the following hypothesis:

H5: There is a positive correlativity between interpersonal trust and the level of relationship commitment

(5) Relation among interpersonal trust, relationship commitment and corporations' trust

The trust among corporations is that a corporate believes that its demand can be satisfied in the future through the activities of the other side, or the degree of trust among fellows on reliability and righteousness, or one side hopes another perform his duty and work in a divivable manner (Anderson & Weitz, 1989; Aulakh et al, 1996; Akbar Zeheer et al., 1998).

Doney and Cannon (1997) had tested trust of distributors in salesmen of supplier which could be extended to trust in company of supplier. Simeon and Reed (1997) also believed that trusting in salesmen of supplier was a precondition of trust in company of supplier.

The result of the deep interview in this research explains this point too. For example, some respondents said, "Through building up sense of trust with salesmen, it is easier for me to share information with the other side, speak frankly and sincerely, and resort to it in reassurance when we have conflict and problem". "It is favourable for corporations to intercourse constantly only when operators are in good connection and trust in each other". "If trust in salesmen can be extended to trust in their corporation, it is easier for them to do business". "I believe each corporation has its character and is different in culture as well, and the value of a corporation is often embodied by its employees".

Therefore, this research raises the following hypothesis:

H6: There is a positive correlativity between interpersonal trust and trust among corporations

When one side of trade think the current relation is very important, maintaining this relation

needs him pay out the maximal effort, accordingly, trust will be built up as one side has confidence in his partner's reliability and honesty (Dwyer, Schurr & Oh, 1987). Morgan and Hunt (1994) had pointed that in the KMV model trust had a positive influence on commitment.

People have the same object, work toward one direction, and have much fun because of trust. We should consider an enduring cooperation; after all, changing a new supplier is not a simple thing, which needs to consider many factors. The deep interview in this research includes following opinions: "Trust is good for performing work and we can follow some rules, and if the degree of mutual belief is higher we are all willing to keep a enduring relation". "We trust in them, so we are willing to keep close relation with each other. If the commitment accords with practice comparatively, we will feel two sides are sincere. But if the commitment is out of fact even gassy, the expectation of cooperation will be often decreased." Therefore, we raise the following hypothesis:

H7: There is a positive correlativity between trust among corporations and relationship commitment

(6) Relation between interpersonal trust, relationship commitment, trust among corporations and purchase intent

Western scholars studied many aspects about enterprise purchasing behaviours, in a series of research; people regard three enterprise purchasing behaviours models raised by Webster, Wind, Robinson, Faris and Sheth as the basic and initiating research. These models tried to comprehend and analyze the enterprise purchasing behaviours and the influencing factors in process of purchasing, which provides corporations with effective purchasing decision methods. The three most classic models are purchasing model raised by Robinson, Faris, and Wind in 1967, Webster and Wind in 1972 and Sheth in 1973. Through literature retrospection, we can find that there are factors influencing enterprise purchasing tendency. Considering the need of this research, we raise the following hypotheses:

H8: There is a positive correlativity between interpersonal trust and purchase intent

H9: There is a positive correlativity between relationship commitment and purchase intent

H10: There is a positive correlativity between trust among corporations and purchase intent

3. Research Design and Data Collection

(1) Research methods and data collection

The author determined the pre-survey questions through literature review and discussion, and then integrated them into a pre-survey questionnaire. Based on the pre-survey questionnaire, reliability and validity of the questionnaire were tested, the questionnaire was revised, and then the formal questionnaire was designed according to measuring model of marketing structure by Churchill (1979). Firstly, eight core concepts were defined. Secondly, after deep interviews and literature review, the abstract definitions of concept were processed for operation. In the way of asking, we measured the related concepts by Likert seven point scales with multiple questions, “1” represented disagreeing very much, “4” represented neutral, “7” represented agreeing very much. In addition, some questions were reversed so as to reduce bias, its percentile would be reversed in the data analysis.

After obtaining data from the official investigation, the paper conducted descriptive analysis of the basic characteristics of the respondents, then; a brief descriptive statistical analysis of the observation variables was given by SPSS13.0. It analyzed the external model reliability and validity of the structural equation model by LISREL, and internal model path factor to draw a conclusion that interpersonal relationships influence enterprise purchasing decisions in Chinese culture.

(2) Sample Characteristics

In this paper, it delivered 256 questionnaires in pre-survey, collected 232 questionnaires, in which 213 questionnaires were valid, the percentage of effective recovery is 83.2%.

In the formal investigation, in order to guarantee the validity of this study, we did not consider the foreign-owned enterprises and joint ventures in China, only selected small and medium-sized enterprises as research targets, and also took the uniformity of geographical distribution into account. According to the age, the age of respondents mainly concentrated in the 35-54 years old; belonging to young and middle-aged people, we can believe the respondents in this age have a rich social experience and procurement work experience, as the backbone of enterprises, and take up

81.1% of the total effective samples. According to education level, the undergraduate and above equally accounted for 97%, respectively 65.5% and 31.5%, which means respondents have a high cultural quality, who can understand the questionnaire well. According to their working years, they are mainly in 5 to 15 years and more than 15 years, who take up 89.3% of the total valid samples. They are considered to have rich work experience and understand the procurement decision-making process. The enterprises are divided into large enterprises (over 1,000 staff), medium-sized enterprises (500-1000 staff), Small and medium enterprises (below 500 staff) in accordance with the number of employees, in a result, these three types of enterprises accounted for 13.5%, 55.5% and 31.0% respectively in effective samples (213), so the distribution proportion is in line with study requirements. Considering the annual growth rate of enterprises, the enterprises with 10% to 40% account for 81.4%, the enterprises in the sample are basically in good operation. Therefore, in a summary, the samples in this study are suitable in the requirements of natural features and targets, which are good representation.

4. Data Analysis and Results

First step: We used SPSS13.0 to analyze the reliability of the data through Cronbach α coefficient test.

Table 1 Cronbach α coefficients of each scale

Name of Scale	RY	RQ	MZ	GX	ITR	BTR	RC	PI
Number of Questions	4	5	4	5	5	6	5	3
Value of Cronbach α	.883	.890	.890	.893	.883	.895	.886	.924

The analysis of Cronbach α coefficient shows, in these eight scales, each question's Cronbach α coefficient is beyond 0.8, we can find each variable's Cronbach α value is between 0.883 and 0.924, which all exceed the accepted level 0.70. According to Nunally's theory, if the alpha value is beyond 0.7, the scale will have good reliability and reach the standard of test.

Second step: We tested the validity of the scale through principal components analysis method, selected data by the standard that the value of characteristic root is 1, used varimax orthogonal

rotation, and conducted exploratory factor analysis by SPSS, the result shows that the factors selected are in accordance with the eight factors researched, and the result of Bartlett's ball test is significant $p < 0.000$, KMO=0.810, cumulative variance is 72.747%, the loading of each factor is good, which means the data is suitable for factor analysis, the following is result:

Table 2 Exploratory Factor Analysis of Observing Factors

Item	Component									Communalities
	RY	RQ	MZ	GX	ITR	BTR	RC	PI		
RY1	.830									.775
RY2	.856									.802
RY3	.868									.821
RY4	.824									.767
RO1		.827								.782
RO2		.801								.764
RO3		.826								.776
RO4		.835								.739
RO5		.803								.747
MZ1			.820							.820
MZ2			.824							.780
MZ3			.796							.825
MZ4			.707							.638
GX1				.773						.657
GX2				.835						.756
GX3				.867						.812
GX4				.863						.793
GX5				.783						.654
ITR1					.687					.663
ITR2					.807					.784
ITR3					.835					.815
ITR4					.822					.783
ITR5					.641					.628
BTR1						.788				.725
BTR2						.792				.697
BTR3						.806				.708
BTR4						.834				.744
BTR5						.880				.812
BTR6						.854				.781
RC1							.835			.727
RC2							.771			.675
RC3							.841			.776
RC4							.823			.727
RC5							.850			.786
PI1								.850		.847
PI2								.874		.902
PI3								.870		.876

From table 2, we can find that the loading of all indexes on their factors is high $\square\square0.600\square$, sample data have passed both reliability and validity test, these eight latent variables are reasonable, and then we validated the structural model(internal model) and research hypothesis.

Third step: We built a structural equation model by LISREL. The reliability and validity test show the measure model of structural equation (external model) is believable and credible. Then, we analyzed the structural model (internal model), focused on testing the significance of path coefficients between latent variables. This research mainly used maximum likelihood method and covariance matrix to analyze the data of structural model.

(1) Goodness-of-Fit of the Model

Related goodness-of-fit index show the accepted degree of the whole structural model, specific goodness-of-fit indexes of the model are shown in table 3.

Table 3 show that the absolute fit index χ^2/df is 1.831, below 2, which means this index is good; RMSEA is 0.048, below 0.05, quite good; GFI and AGFI is 0.821 and 0.784, also pretty well, which means the fitting degree of the model is comparative good; relative goodness-of-fit is a little above 0.9, and NNFI is 0.952; simple criterion fitting index PNFI is 0.903. Overall, the goodness-of-fit of the model set by theory is quite good, the theory model is in accordance with the sample data, so we can accept the theory model.

Table 3 Goodness-of-Fit of the Model

Fitting Index	χ^2	df	χ^2/df	RMSEA	GFI	AGFI	NFI	NNFI	PNFI	CFI	IFI
Parameter Estimation	3178.658	1736	1.831	0.048	0.821	0.784	0.905	0.952	0.903	0.955	0.955

(2) Loading Coefficient of Variables in the Model

In this research, we estimated standardized loading coefficient of variables set in the model by LISREL8.70. The table includes loading situation about observing variables of external latent

variables on external variables and observing variables of internal latent variables on internal variables. According to the standardized loading coefficient and T value, except that the loading coefficient of RQ3 on RQ is 0.59, a little lower than 0.7, other observing variables' standardized loading coefficients on their latent variables are higher than 0.7, which all pass T test and are significant in the high level of 0.001.

Table 4 Test result of Confirmatory Factor Analysis-Goodness-of-fit of the model

Latent Variables	Observing Variables	Standardized Path Parameters	T Value
RY	RY1	0.79 ^a	
	RY2	0.75	15.05
	RY3	0.79	15.88
	RY4	0.84	17.08
RQ	RQ1	0.90 ^a	
	RQ2	0.89	6.91
	RQ3	0.59	6.48
	RQ4	0.76	4.55
	RQ5	0.88	7.49
MZ	MZ1	0.85 ^a	
	MZ2	0.80	17.05
	MZ3	0.94	22.07
	MZ4	0.84	18.65
GX	GX1	0.71 ^a	
	GX2	0.69	15.57
	GX3	0.93	22.66
	GX4	0.97	24.83
	GX5	0.94	23.39
ITR	ITR1	0.76 ^a	
	ITR2	0.95	21.10
	ITR3	0.94	21.17
	ITR4	0.91	12.52
	ITR5	0.90	9.71
RC	RC1	0.90 ^a	
	RC2	0.87	21.19
	RC3	0.86	20.73
	RC4	0.75	16.72
	RC5	0.77	6.05
BTR	BTR1	0.78 ^a	
	BTR2	0.97	17.64
	BTR3	0.71	14.61
	BTR4	0.86	19.09
	BTR5	0.76	20.91
	BTR6	0.81	10.12
PI	PI1	0.87 ^a	
	PI2	0.84	16.80
	PI3	0.75	15.30

Notice: □^a means this value is defined as 1 in the calculation process, so T value does not exist.

- All observing variables' T test are significant in the level of 0.001

(3) Path Coefficient of the Model and Hypothesis Testing

As the external relation of the model in this research has existed, so it is necessary to analyze the internal relation of the model, that is, the path relation between each latent variable, and then validate the fourteen hypotheses in the model raised by theory. The standardized path coefficients of the model and significance testing are shown in figure 2, specific testing result of the model is shown in table 5.

Observing the standardized path coefficients between variables in the model, positive coefficient means there is a positive correlativity between two variables, negative coefficient means there is a negative correlativity between two variables. At the same time, we also checked every standardized path coefficients' T value whether significant or not. The result shows that one path's standardized coefficient do not pass the significance testing, which is the hypothesis between Chinese humanity and interpersonal trust, whose path coefficient and T value are shown in the shadow part of table 5. Therefore, the path coefficient itself also display that the relation degree of this path is very weak, whose theory hypotheses H2a is also not supported by empirical data, which means this hypothesis is not true.

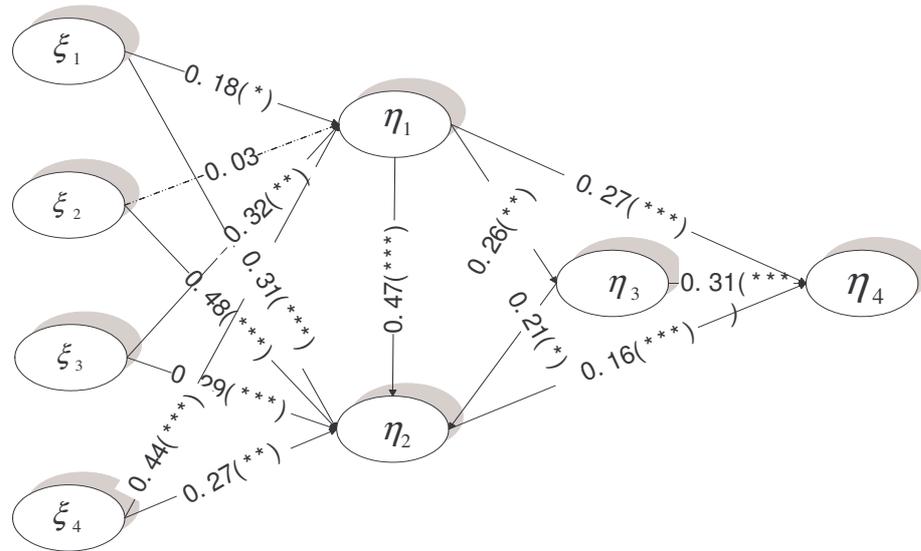


Figure 2 Path Significance Analysis of the Structural Model

Table 5 Standardized Path Coefficients and Research Hypotheses Testing in the Structural Model

Hypothesis	Path Relation	Parameter	Estimated Value	T Value	Relativity
H1a	RY→ITR	γ_{11}	0.18	2.19*	Accepted
H1b	RY→RC	γ_{21}	0.31	3.33***	Accepted
H2a	RQ→ITR	γ_{12}	0.03	1.21	Denied
H2b	RQ→RC	γ_{22}	0.48	5.10***	Accepted
H3a	MZ→ITR	γ_{13}	0.32	3.01**	Accepted
H3b	MZ→RC	γ_{23}	0.29	3.70***	Accepted
H4a	GX→ITR	γ_{14}	0.44	6.63***	Accepted
H4b	GX→RC	γ_{24}	0.27	3.15**	Accepted
H5	ITR→RC	β_{21}	0.47	7.68***	Accepted
H6	ITR→BTR	β_{31}	0.26	2.74**	Accepted
H7	BTR→RC	β_{23}	0.21	2.38*	Accepted
H8	ITR→PI	β_{41}	0.27	3.99***	Accepted
H9	RC→PI	β_{42}	0.16	3.67***	Accepted
H10	BTR→PI	β_{43}	0.31	5.01***	Accepted

Notice: * means it is significant in the level of 0.05. ** means it is significant in the level of 0.01

*** means it is significant in the level of 0.001.

5. Conclusion and Future Research Direction

(1) Research Conclusion

From the research result and models, in fourteen path relations, thirteen path relations are true, which approves the inherent logic relation between interpersonal relationship variables, trust and commitment and purchase intent.

Firstly, at the aspect of relation between interpersonal relationship and trust, we raise four variables of benevolence, Chinese humanity, face and private relationship as the main characters of Chinese interpersonal relationship. In this research, three of four hypotheses about interpersonal relationship and trust have been verified: (1) In the background of Chinese traditional culture, former cause of interpersonal trust (benevolence, face and private relationship) has its particularity; (2) Trust of acquaintance is a prime character of Chinese interpersonal trust; (3) 'Benevolence' regarded as a characteristic variable of interpersonal trust has been verified, which is a innovation to interpersonal relationship theory; (4) Private relationship is beneficial to build up interpersonal trust relationship, which verifies Wang Xiaoyu's(2006) hypothesis of positive correlativity between private relationship and interpersonal trust (the regression coefficient is 0.13).

The hypothesis "There is a positive correlativity between Chinese humanity and interpersonal trust" is not true, which shows that the meaning of "Chinese humanity" is changing quietly. Chinese humanity contained "emotions of human being", "delivering Chinese humanity" and "emotions of courtesy demands for reciprocity" (Jin Yaoji, 1980). Chinese humanity was not only a kind of emotions, but also a resource of maintaining relationship each other, which was a link connecting mutual relationship (Zeng Qingchun, Zhou Meihua, 2004). From the empirical result, the meaning of "Chinese humanity" concentrates on "delivering Chinese humanity" and "doing Chinese humanity", that is, more and more Chinese believe that Chinese humanity is a source of relationship and a kind of exchange action. Obviously, the exchanged "Chinese humanity" can not gain trust from other people.

Secondly, between interpersonal relationship and relationship commitment, the four hypotheses about interpersonal relationship and relationship commitment in the paper have been verified completely: (1) Benevolence (moral factor) is quite important to enduring intercourse, namely, in

another way, desirability and degree (relationship commitment) of being willing to develop relationship with others are based on moral character of two sides; (2) Relationship commitment is a sort of emotional care, feelings clinging and social connection concerning partners □Arndt, 1979; Bennett & Gabriel, 2001; Childers & Ruekert, 1986; Morgan & Hunt, 1994; Rodriguez & Wilson, 2002; Young & Denize, 1997; Zineldin & Jonsson, 2000 □--- emotional commitment. The conclusion of this paper is identical to these scholars' research, for “Chinese humanity” contains the meaning of “human emotions”; (3) Face, regarded as an important character of Chinese interpersonal relationship, which has a positive influence on building up interpersonal trust. It refers to factors of one’s status, reputation, role, dignity and so on. This paper verifies the view of Yang Guoou (1993) about Chinese tropism of authority and others; (4) Private relationship is beneficial to commitment of two sides, and most of commitments among Chinese corporations belong to attitude commitment.

Thirdly, the hypotheses concerning interpersonal trust, relationship commitment and relation of trust among corporations in this paper have been verified. The research result of Wong and Sohal (2002) showed that there was a positive correlativity between clients’ trust on salespeople (interpersonal trust) and its relationship commitment. This true hypothesis indicates that interpersonal trust among corporations is beneficial to enhance desire of enduring intercourse of two sides.

The empirical research of Simeon Chow □1997 □on one hundred and fifty five American circuit board corporations showed that interpersonal trust among corporations can enhance lasting cooperation and build up trust relation. The research result of Wang Xiaoyu (2006) showed also proved that there was a positive influence of interpersonal trust on trust among corporations (regression coefficient is 0.53 and T value is 7.06). The hypotheses of this research are true, which is identical to Simeon Chow's research result.

Schurr & Ozanne' research result □1985 □indicated that trust among corporations could enhance attitude loyalty of two sides. In the KMV model of Morgan & Hunt (1994), the two 'links' between commitment and trust were not irrelevant at all, but had very strong correlativity, that is, trust influenced commitment. The hypotheses of this research are true, which is identical to the former scholars’ research result. Trust among corporations is beneficial to build up lasting cooperation desire of two sides and improve their intimacy.

Finally, in this research, the hypotheses between interpersonal trust, trust among corporations, relationship commitment and purchase decision orientation have also been verified. This research shows that interpersonal trust among corporations is beneficial to two sides attaching importance to lasting benefit, sharing some important information and reducing decision risk. Sandy (1999) believed that interpersonal trust could promote two sides to exchange information and advice, and was beneficial to find problems and dealt with them in time. It also indicates fully that interpersonal trust is a prime former cause of purchase decision of corporations.

Young and Denize (1995) believed that emotional commitment contained lasting attention and mutual orientation, and activity commitment contained efforts and investment information exchange and so on. After the analysis we can find that desire and input (investment) of developing lasting relation are beneficial to form enduring cooperation relationship between two sides and reduce risk.

Anderson and Narus' research (1990) showed that trust among corporations could decrease conflict degree and likelihood. Canesan (1994) believed that trust among corporations could promote lasting orientation of purchasers. August Michael Knemeyer (2000) pointed that trust among corporations could promote purchasers' lasting relation orientation. Gao et al (2003) pointed that trust of organizations in suppliers played an important role in reducing risk. at the same time, we educe a conclusion from the research: Trust among corporations is an important former factor of influencing the process of corporations' purchase decision-making, which has more extensive influence on the process of purchase decision-making than interpersonal trust and is direction of developing lasting relation between two sides.

In conclusion, through literature analysis, qualitative and quantitative research (this paper verifies eventually): (1) there is a positive correlativity between benevolence, Chinese humanity, face, private relationship and interpersonal trust; (2) there is a positive correlativity between benevolence, face, private relationship and relationship commitment; (3) there is a positive correlativity between trust among corporations, relationship commitment and interpersonal trust; (4) there is a positive correlativity between trust among corporations and relationship commitment; (5) there is a positive correlativity between interpersonal trust and purchase orientation; (6) there is a positive correlativity between relationship commitment and purchase orientation; (7) there is a positive correlativity between trust among corporations and purchase orientation. These are

identical to primary assumption in this research: Chinese interpersonal relationship produces important influence through trust and commitment on the process of corporations' purchase decision-making.

(2) Research limitation and future research direction

Chinese interpersonal relationship is a kind of complicated culture phenomenon, which is a mutual connection, built on the base of private emotions and benefits in social activities on the background of Chinese traditional culture. According to former literature, this paper chooses benevolence, Chinese humanity, face and private relationship as characteristic variables of interpersonal relationship. However, we do not consider the likely interior influence among these four variables in the research models of this paper, which maybe produce some influence on this research.

From literature concerning trust and commitment, we can see that trust and commitment are mutual. However, we only consider unilateral effect between them. There may be reverse hypotheses between interpersonal trust and trust among corporations, interpersonal trust and relationship commitment, trust among corporations and relationship commitment, which are not tested in this paper.

Furthermore, this paper chooses middle and small sized manufacture corporations as surveyed objects, which makes this research have some limitation in universality.

Based on above research limitations, future research emphases mostly are:

Firstly, in order to make research result general applicable, we should make a research in the light of different industries and corporation character (foreign capital, nation owned, joint venture and folk management). Although Chinese culture has a deep influence on national mainland corporations, it does not mean there is no function on multinational companies in China. Researching the influence of Chinese interpersonal relationship on purchase decision-making can promote the relationship marketing of these corporations more localized.

Secondly, referring to the scale design, we should absorb the research result in sociology and social psychology to make the scale measure the concepts of interpersonal relationship' relevant variables more exactly.

Thirdly, in current market environment, do some research about the influence of Chinese interpersonal relationship on the problems of making and performing marketing strategy in local middle and small sized corporations.

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