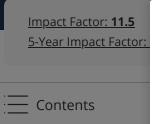
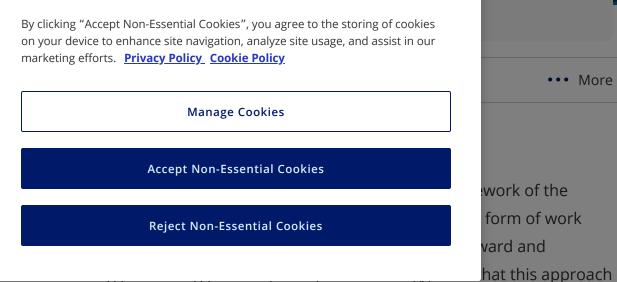
# Journal of Marketing



# **Abstract**

A new model of the model is based on t behavior. The mode measurement syste



can serve as the foundation of a research program that may eventually lead to a unified theory of the organizational dyad.



# Get full access to this article

View all access and purchase options for this article.



# References

Adams J. S. (1965), "Inequity in Social Exchange," in *Advances in Experimental Social Psychology*, Vol. 2, Berkowitz L., ed., New York: Academic Press, 267–299.

#### **Google Scholar**

Alderfer C. P. (1969), "An Empirical Test of a New Theory of Human Performance," *Organizational Behavior and Human Performance*, 4, 142–175.

#### Google Scholar

Alderson Wroe (1957), Marketing Behavior and Executive Action, Homewood, IL: Irwin.

#### Google Scholar

Anderson Craig A., and Jennings Dennis L. (1980), "When Experiences of Failure Promote Expectations of Success: The Impact of Attributing Failure to Ineffective Strategies," *Journal of Personality*, 48

(September), 393-407.

#### **Google Scholar**

Anderson Paul F. (1982), "Marketing, Strategic Planning, and the Theory of the Firm," *Journal of Marketing*, 46 (Spring), 15–26.

#### Google Scholar

Anderson Paul F. (1983), "Marketing, Scientific Progress, and Scientific Method," *Journal of Marketing*, 47 (Fall), 18–31.

#### Google Scholar

Andrisani Paul J., and Miljus Robert C. (1976), "A Multivariate Analysis of Individual Differences in Preferences for Intrinsic versus Extrinsic Aspects of Work among National Samples of Young and Middle-aged Male Workers," paper presented at the 1976 American Sociological Association Meeting, New York.

### Google Scholar

Atkinson John W. (1964), An Introduction to Motivation, Princeton, NJ: Van Nostrand.

#### Google Scholar

Atkinson John W. (1978), "The Mainsprings of Achievement-Oriented Activity," in *Personality, Motivation and Achievement*, Atkinson John W., and Raynor Joel O., eds., Washington, DC: Hemisphere, 11–39.

### Google Scholar

Atkinson John W., and Feather Norman T. (1966), *A Theory of Achievement Motivation*, Huntington, NY: Krieger.

# **Google Scholar**

Atkinson John W., and Raynor Joel O. (1978), *Personality, Motivation, and Achievement*, Washington, DC: Hemisphere.

#### Google Scholar

Bagozzi Richard P. (1978), "Exchange and Decision Processes in the Buying Center," in *Organizational Buying Behavior*, Bonoma Thomas V., and Zaltman Gerald, eds., Chicago: American Marketing, 100–125.

# **Google Scholar**

Barnard Chester I. (1938), The Functions of the Executive, London: Oxford University Press.

# Google Scholar

Bonoma Thomas V. (1982), "Major Sales: Who Really Does the Buying?," *Harvard Business Review*, 60 (May-June), 111–119.

#### Google Scholar

Bonoma Thomas V., Bagozzi Richard, and Zaltman Gerald (1978), "The Dyadic Paradigm with Specific Application Toward Industrial Marketing," in *Organizational Buying Behavior*, Bonoma Thomas V., and Zaltman Gerald, eds., Chicago: American Marketing, 49–66.

#### **Google Scholar**

Campbell John P., and Pritchard Robert D. (1976), "Motivation Theory in Industrial and Organizational Psychology," in *Handbook of Industrial and Organizational Psychology*, Marvin D. Dunnette, ed., Chicago: Rand McNally, 63–130.

Caplow Theodore (1956), "A Theory of Coalitions in the Triad," *American Sociological Review*, 21 (August), 489–493.

# Google Scholar

Caplow Theodore (1968), Two Against One, Englewood Cliffs, NJ: Prentice-Hall.

# **Google Scholar**

Cardozo Richard N. (1968), "Segmenting the Industrial Market," in *Marketing and the New Science of Planning*, Robert L. King, ed., Chicago: American Marketing, 433–448.

### **Google Scholar**

Chambers Terry M. (1983), "An Experimental Investigation of a Reward/Measurement Model of Organizational Buying Behavior," Ph.D. dissertation, Virginia Polytechnic Institute and State University.

# Google Scholar

Choffray Jean-Marie (1977), "A Methodology for Investigating the Nature of the Industrial Adoption Process and the Differences in Perceptions and Evaluation Criteria among Decision Participants," Ph.D. dissertation, Massachusetts Institute of Technology.

# Google Scholar

Choffray Jean-Marie, and Lilien Gary L. (1978), "Assessing Response to Industrial Marketing Strategy," *Journal of Marketing*, 42 (April), 20–31.

#### Google Scholar

Churchill Gilbert A. Jr., and Pecotich Anthony (1982), "A Structural Equation Investigation of the Pay Satisfaction-Valence Relationship among Salespeople," *Journal of Marketing*, 46 (Fall), 114–124.

#### Google Scholar

Corey E. Raymond (1978), Procurement Management, Boston: CBI.

# Google Scholar

Crow Lowell E., Olshavsky Richard W., and Summers John O. (1980), "Industrial Buyers' Choice Strategies: A Protocol Analysis," *Journal of Marketing Research*, 17 (February), 34–44.

#### Google Scholar

Cyert Richard M., Simon Herbert A., and Trow Donald B. (1956), "Observation of a Business Decision," *Journal of Business*, 29 (October), 237–248.

### **Google Scholar**

Cyert Richard M., and March James G. (1963), *A Behavioral Theory of the Firm*, Englewood Cliffs, NJ: Prentice-Hall.

#### Google Scholar

Deutsch M. (1949), "An Experimental Study of the Effects of Cooperation and Competition upon Group Process," *Human Relations*, 41 (July), 199–231.

# **Google Scholar**

Financial Accounting Standards Board (1976), *Statement of Financial Accounting Standards No. 13*, Stamford, CT: The Board.

# Google Scholar

Fisher B. Aubrey (1980), Small Group Decision Making, 2nd ed., New York: McGraw-Hill.

#### Google Scholar

Fontaine G. (1972), "Some Situational Determinants of Causal Attributions," Ph.D. dissertation, University of Western Australia.

### Google Scholar

French John R. P., and Raven Bertram (1959), "The Bases of Social Power," in *Studies in Social Power*, Cartwright Dorwin, ed., Ann Arbor, MI: The University of Michigan, 150–167.

# Google Scholar

Galbraith J., and Cummings L. L. (1967), "An Empirical Investigation of the Motivational Determinants of Task Performance: Interactive Effects between Instrumentality-Valence and Motivation-Ability," *Organizational Behavior and Human Performance*, 2, 237–257.

#### Google Scholar

Gamson W. A. (1961), "A Theory of Coalition Behavior," *American Sociological Review*, 26, 565–573.

#### Google Scholar

Gamson W. A. (1964), "Experimental Studies of Coalition Formation," in *Advances in Experimental Social Psychology*, Berkowitz L., ed., New York: Academic Press.

#### Google Scholar

Haas Robert W. (1982), *Industrial Marketing Management*, Boston, MA: Kent.

# Google Scholar

Hackman J. Richard (1975), "Group Influences on Individuals in Organizations," in *Handbook of Industrial and Organizational Psychology*, Dunnette M. D., ed., Chicago: Rand-McNally.

#### Google Scholar

Hall Douglas T., and Nougaim Khalil E. (1968), "An Examination of Maslow's Need Hierarchy in an Organizational Setting," *Organizational Behavior and Human Performance*, 3, 12–35.

#### Google Scholar

Hopwood Anthony (1974), Accounting and Human Behavior, Englewood Cliffs, NJ: Prentice-Hall.

#### Google Scholar

House Robert J. (1971), "A Path Goal Theory of Leader Effectiveness," *Administrative Science Quarterly*, 16 (September), 321–338.

### Google Scholar

Hutt Michael D., and Speh Thomas W. (1981), Industrial Marketing Management, Chicago: Dryden.

#### Google Scholar

Jacoby Jacob (1978), "Consumer Research: A State of the Art Review," *Journal of Marketing*, 42 (April), 87–96.

### **Google Scholar**

Johnston Wesley J. (1981), "Industrial Buying Behavior: A State of the Art Review," in *Review of Marketing* 1981, Enis Ben M., and Roering Kenneth J., eds., Chicago: American Marketing, 75–88.

#### **Google Scholar**

Johnston Wesley J., and Bonoma Thomas V. (1981), "The Buying Center: Structure and Interaction Patterns," *Journal of Marketing*, 45 (Summer), 143–156.

Johnston Wesley J., and Spekman Robert E. (1982), "Industrial Buying Behavior: A Need for an Integrative Approach," *Journal of Business Research*, 10, 135–146.

# **Google Scholar**

Kahn Robert L., Wolfe Donald M., Quinn Robert P., and Diedrick Snoek J. (1964), *Organizational Stress*, New York: Wiley.

# Google Scholar

Kerr Steven (1975), "On the Folly of Rewarding A, While Hoping for B," *Academy of Management Journal*, 18 (December), 769–783.

### Google Scholar

Komorita S. S., and Tumonis T. M. (1980), "Extensions and Tests of Some Descriptive Theories of Coalition Formation," *Journal of Personality and Social Psychology*, 39 (no. 2), 256–268.

# **Google Scholar**

Laczniak Eugene (1976), "Evaluation of the Purchasing Practices Utilized by Hospitals in the Procurement of a Sophisticated Medical Device," Ph.D. dissertation, University of Wisconsin–Madison.

#### Google Scholar

Landy Frank J., and Trumbo Don A. (1980), *Psychology of Work Behavior*, Homewood, IL: Dorsey.

# Google Scholar

Laudan Larry (1977), *Progress and Its Problems*, Berkeley, CA: University of California Press.

# Google Scholar

Lawler Edward E. (1970), "Job Attitudes and Employee Motivation: Theory, Research, and Practice," *Personnel Psychology*, 23, 223–237.

#### Google Scholar

Lawler Edward E. (1971), *Pay and Organizational Effectiveness: A Psychological View*, New York: McGraw-Hill.

#### **Google Scholar**

Lawler Edward E., and Porter Lyman (1963), "Perceptions Regarding Management Compensation," *Industrial Relations*, 3, 41–49.

### Google Scholar

Lawler Edward E., and Youngs G. A. Jr. (1975), "Coalition Formation: An Integrative Model," *Sociometry*, 38 (no. 1), 1–17.

# **Google Scholar**

Maslow Abraham H. (1943), "A Theory of Motivation," *Psychological Review*, 50, 370–396.

# Google Scholar

McClelland David C. (1961), The Achieving Society, Princeton, NJ: Van Nostrand.

#### **Google Scholar**

McClelland David C., Atkinson John W., Clark Russell A., and Lowell Edgar L. (1976), *The Achievement Motive*, New York: Irvington.

McMahan I. D. (1973), "Relationships between Causal Attributions and Expectancies of Success," *Journal of Personality and Social Psychology*, 28, 104–114.

# Google Scholar

McMillan James R. (1973), "Role Differentiation in Industrial Buying Decisions," *AMA Proceedings*, Chicago: American Marketing, 207–211.

#### Google Scholar

Meyer W. U. (1970), "Selbstverant-Wortlichkeit und Leistungsmotivation," Ph.D. dissertation, Ruht Universitat, Bochum, Germany.

### Google Scholar

Mitchell Terence R. (1974), "Expectancy Models of Job Satisfaction, Occupational Preference, and Effort: A Theoretical, Methodological, and Empirical Approach," *Psychological Bulletin*, 81, 1053–1077.

# Google Scholar

Moriarty Rowland T., and Galper Morton (1978), "Organizational Buying Behavior: A State-of-the-Art Review and Conceptualization," working paper, Marketing Science Institute, Cambridge, MA, 1–33.

# Google Scholar

Morris Michael H. (1983), "The Impact of Organizational Reward and Measurement Systems on Coalition Formation in the Buying Center," Ph.D. dissertation, Virginia Polytechnic Institute and State University.

#### **Google Scholar**

Morris Michael H., and Freedman Stanley M. (1984), "Coalitions in Organizational Buying," *Industrial Marketing Management*, 13, 123–132.

#### Google Scholar

Mortimer Jeylan T., and Lorence Jon (1979), "Work Experience and Occupational Value Socialization: A Longitudinal Study," *American Journal of Sociology*, 84, 1361–1385.

# Google Scholar

Nixon Howard L. (1979), The Small Group, Englewood Cliffs, NJ: Prentice-Hall.

# Google Scholar

Olson Jerry C. (1981), "Towards a Science of Consumer Behavior," in *Advances in Consumer Research*, Vol. 9, Mitchell Andrew, ed., Association for Consumer Research, v–x.

# **Google Scholar**

Ouchi William G. (1981), *Theory Z*, Reading, MA: Addison-Wesley.

#### **Google Scholar**

Ozanne Urban B., and Churchill Gilbert A. Jr. (1971), "Five Dimensions of the Industrial Adoption Process," *Journal of Marketing Research*, 8 (August), 322–328.

# Google Scholar

Peters Thomas J., and Waterman Robert H. Jr. (1982), In Search of Excellence, New York: Harper.

#### **Google Scholar**

Pfeffer Jeffrey, and Salancik Gerald R. (1978), The External Control of Organizations, New York: Harper.

Porter Lyman W., and Lawler Edward E. (1968), *Managerial Attitudes and Performance*, Homewood, IL: Irwin.

### Google Scholar

Porter Lyman W., Lawler Edward E. III, and Richard Hackman J. (1975), *Behavior in Organizations*, New York: McGraw-Hill.

# **Google Scholar**

Rapoport A., Kahan J. P., Funk S. G., and Horowitz A. D. (1979), *Coalition Formation by Sophisticated Players*, Berlin: Springer-Verlag.

### Google Scholar

Raynor Joel O. (1978), "Future Orientation in Achievement Motivation: A More General Theory of Achievement Motivation," in *Personality, Motivation, and Achievement*, Atkinson John W., and Raynor Joel O., eds., Washington, DC: Hemisphere, 71–115.

# Google Scholar

Ridgway V. F. (1956), "Dysfunctional Consequences of Performance Measurements," *Administrative Science Quarterly*, 1 (September), 240–247.

#### Google Scholar

Robinson Patrick J., Farris Charles W., and Wind Yoram (1967), *Industrial Buying and Creative Marketing*, Boston: Allyn and Bacon, 11–38.

# Google Scholar

Rosenbaum R. M. (1972), "A Dimensional Analysis of the Perceived Causes of Success and Failure," Ph.D. dissertation, University of California, Los Angeles.

# Google Scholar

Shaw Marvin E. (1976), *Group Dynamics*, 3rd ed., New York: McGraw-Hill.

# **Google Scholar**

Sheth Jagdish N. (1973), "A Model of Industrial Buyer Behavior," *Journal of Marketing*, 37 (October), 50–56.

# Google Scholar

Simon Herbert A. (1955), "A Behavioral Model of Rational Choice," *Quarterly Journal of Economics*, 69 (February), 99–118.

#### Google Scholar

Simon Herbert A. (1959), "Theories of Decision Making in Economics and Behavioral Science," *American Economic Review*, 49 (June), 253–283.

# Google Scholar

Simon Herbert A. (1964), "On the Concept of Organizational Goal," *Administrative Science Quarterly*, 9 (June), 1–22.

#### **Google Scholar**

Smith John David, and Steadman Laurence E. (1981), "Present Value of Corporate History," *Harvard Business Review*, 59 (November-December), 164–173.

Spekman Robert E., and Stern Louis W. (1979), "Environmental Uncertainty and Buying Group Structure: An Empirical Investigation," *Journal of Marketing*, 43 (Spring), 54–64.

# Google Scholar

Strauss George (1962), "Tactics of Lateral Relationship: The Purchasing Agent," *Administrative Science Quarterly*, 41 (September), 161–186.

#### **Google Scholar**

Strauss George (1964), "Work Flow Frictions, Interfunctional Rivalry, and Professionalism: A Case Study of Purchasing Agents," *Human Organization*, 23 (Summer), 137–149.

#### Google Scholar

Tedeschi James T., Schlenker Barry R., and Bonoma Thomas V. (1973), *Conflict, Power, and Games*, Chicago: Aldine.

# Google Scholar

Thomas Robert J. (1982), "Correlates of Interpersonal Purchase Influence in Organizations," *Journal of Consumer Research*, 9 (September), 171–182.

# Google Scholar

Valle Valerie A., and Frieze Irene H. (1976), "Stability of Causal Attributions as a Mediator in Changing Expectations for Success," *Journal of Personality and Social Psychology*, 33 (no. 5), 579–587.

# Google Scholar

Vroom Victor H. (1964), Work and Motivation, New York: Wiley.

# Google Scholar

Walker Orville C., Churchill Gilbert A. Jr., and Ford Neil M. (1977), "Motivation and Performance in Industrial Selling: Present Knowledge and Needed Research," *Journal of Marketing Research*, 14 (May), 156–168.

#### Google Scholar

Webster Frederick E. Jr., and Wind Yoram (1972), *Organizational Buying Behavior*, Englewood Cliffs, NJ: Prentice-Hall.

#### Google Scholar

Weiner B. (1972), *Theories of Motivation: From Mechanism to Cognition*, Chicago: Markham Press.

# **Google Scholar**

Weiner B. (1974), Achievement Motivation and Attribution Theory, Morristown, NJ: General Learning Press.

#### Google Scholar

Wind Yoram (1971), "A Reward-Balance Model of Buying Behavior in Organizations," in *New Essays in Marketing Theory*, Fisk George, ed., Boston: Allyn and Bacon, 206–217.

# Google Scholar

Wind Yoram, and Thomas Robert J. (1980), "Conceptual and Methodological Issues in Organizational Buying Behavior," *European Journal of Marketing*, 14 (no. 5–6), 239–263.

#### Google Scholar

Wright Peter (1975), "Consumer Choice Strategies: Simplifying vs. Optimizing," *Journal of Marketing Research*, 12 (February), 60–67.

Google Scholar Zaleznik Abraham, and Moment David (1964), *The Dynamics of Interpersonal Behavior*, New York: Wiley.

Google Scholar

You currently have no access to this content. Visit the <u>access options</u> page to authenticate.

<u>View full text</u> | <u>Download PDF</u>

# Also from Sage

CQ Library	Sage Data
Elevating debate	Uncovering insight
Sage Business Cases	Sage Campus
Shaping futures	Unleashing potential
Sage Knowledge	Sage Research Methods
Multimedia learning resources	Supercharging research
Sage Video	Technology from Sage
Streaming knowledge	Library digital services