

Cultural Influence on The Boundary Spanning Role: Case of a Korean Firm

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I. Introduction

The open systems perspective of an organization(Katz & Kahn: 1966, 1978) assumes a dynamic transaction process between the environment and the system. Both the system and the environment are affecting each other in the process of transaction. The organization and the environment are engaged in exchange of resources, energy and information.

Adams(1988) proposed that the condition of organizational survival depends upon effective interaction with the external environment. He proposed the boundary roles as the linkage points in the boundary of the system engaged in boundary spanning role behavior, including specialized roles of marketing, purchasing agents\ dispatchers, information gatherers and negotiations. Minzberg(1990) proposed that the three informational roles

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assumed by managers are information monitoring, information disseminating and spokesman roles among the ten roles of leaders.

Research on the boundary spanning role (use "BSR" henceforth) has not been done much by organizational and industrial psychologists. Instead, more researches done in the neighboring fields of marketing and educational psychology.

The environment of the information age is characterized by rapid technological development and dynamic transformation of systems. Under such conditions, the environment-system transaction is also engaged in absorption of technological information, including technological shift in the environment. It naturally follows that the outcomes of environment spanning resulted in the behavior of the organization in the form of strategy. Such BSR of the technological and product information gathering is conducted by the R&D personnel, top management and marketing/sales forces. But, traditionally, research on marketing personnel by organizational psychologists has been overlooked. This research attempts to fill the gap in the largely unexamined area of the functional aspect of the BSR, such as strategy formation.

II. Theoretical Background

Traditional research on the BSR has been focused in three directions: 1. Psychological dimension of stress and job satisfaction model. This school of thought, following Katz and Kahn's(1966, 1978) pioneering works on the role making model, concentrated on the negative personality side of the BSR occupants. Keller and Holland(1975) hypothesized the BSR occupants would receive conflicting demands from both inside and outside role senders thereby facing role conflict. Baroudi,(1985), Keller and Holland(1975), and Lysonsky et al.(1983,1989) also found that the BSR was related to job

satisfaction and organizational commitment. Along the same line of thought, Mcan(1992) found in his survey of high school and adult school educational administrators that individuals with good boundary spanning skills tend to experience less stress in their work. And Chang(1990) found that boundary spanners' role was positively related to role conflict.

2. Psychology-Role Fit of integrative personality or marginality, and power increment. This school of thought examined the positive side of the role occupants' psychological dimensions. Ziller(1969) proposed that the role of salesman in the boundary required an integrative function and, the personality orientation of marginality, including open-mindedness, adaptable information processing orientation, can function well when it is matched with the boundary role requiring integrative job activities. Allen(1988), and Zoch(1994) found that compared to non-boundary spanners, boundary spanners were perceived to have more influence both within and outside the organization by the organization leaders and coworkers. Keaveney(1988) found that intrinsic motivational orientation was related to accumulated role benefits, which in turn resulted in the positive role perception in the boundary spanning/role stress model among retail buyers.

3. The functional environment-system exchange model. This school of thought extended the traditional approach towards the open systems approach and the functional dimension of the role. Adams(1988) discussed the distance the role occupants maintained from their parent organizations as well as representation, influence, and transactional role with their environmental counterparts. And, the bargaining role with its environmental counterparts is the main function of the BSR occupants. Ahitub and Newmann(1990), David and Olson(1985), and Igarria, Parasuraman and Badawy(1994) defined boundary spanning activities and included communication, interaction with individuals outside the person's own department in

the forms of oral and written communication, formal meetings and contacts. And, they found that the occupants of the BSR due to frequent interaction both within and outside of their units, heightened their career expectation. Kim and Stollings(1994) found that boundary spanners' information was not properly utilized in strategy formation as the meetings between the sales force and their managers were frequently utilized for downward communication, including the introduction of new products and designs.

However, these extended models of boundary spanning role did not include strategy formation when the most fundamental function of the boundary role would be the environment-organization fit strategy, when the market information feedback by the boundary spanning roles plays an integral part in strategy formation.

Culture

It is generally recognized that cultural differences account for the differences in role behavior. A major contributor to the impact of culture on the industrialization process is prolific sociologist Max Weber in his famous book titled 'The Spirit of Protestantism and Capitalism'. Following his tradition, many social scientists have equated the role of Confucianism vis-a-vis Protestantism in the process of Japanese industrialization and the Far Eastern economic miracle including Korea, Taiwan, Singapore and Hong Kong. Huh(1993 & 1993) proposed that the Far Eastern culture of Confucianism is not uniform but should be differentiated among the three countries in the Far East -Korea, Japan, China (Taiwan)- differ in their Confucian traditions and political cultures.

Although the differences in their traditions of Confucianism and political cultures may account for the differences among these nations in the Far

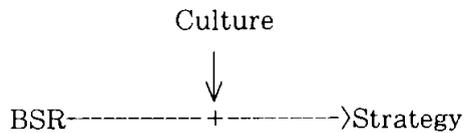
East, such differences are more pronounced by the differentiation of the Chu-Tse doctrine and the Wang Yan-Ming doctrine. He proposed that Japan has been more affected by Wang Yang-Min doctrine which has more elements of rationalism and realism, and which is similar to Protestantism, while Korea has been heavily influenced by the Chu-Tse doctrine, which has more of dogmatic and unrealistic idealism. China has been influenced by both doctrines .

Along a similar line of thought, Henderson(1968) observed that South Korea's contemporary political culture has been characterized by distinct natural boundaries and uniqueness of the race to differentiate among the unique homogeneity of the race, and eventually resulted in excessive political behavior. Huh(1990) observed authoritarianism, collectivism, homogeneous grouping and under-cultivation of the culturally viable dialogue mode as distinct features of Korean university students in his observatory participation study of 5,000 students in discussion groups from 1964 to 1974. Huh observed again that the culture of the younger generation has been slightly modified as their self-expressive and individualism has been expanded, with homogeneous grouping modified due to New Leftist culture dominating the younger generation, but he maintained that basically the earlier theme is still valid. He departed from the Post-Weberian cultural determinism but embraced the dynamic interaction effect between social development and cultural evolution.

III. The Model and Method for this Study

The following model is proposed for this research. The extended functional approach of the BSR behavior is related to strategy formation, mediated by cultural factors, as the roles are assumed to filter the

strategically important marketing information from the environment.



The following are the scales and variables employed in this research. The BSR behavior for strategy formation was originally developed by Kim and Stollings(1994), and the scale was translated into Korean, and adopted to the marketing division of a PC manufacturing firm in Korea, because of its similarity of the hi-tech business. The matching sample was avoided because dental equipments is designed, developed and marketed in USA, while the products do not have R&D and production but only importing and marketing function in Korea, lacking strategic implication in the Korean context. The culture scale was developed by Huh(1994).

The Measures and Questionnaire Items

Perceived weighting of environmental factors (Consumer Choice Scale)	14 items (V6-19)
BSR Behavior	13 items (V40-V52)
Communication and Strategy Formation	
Formal communication channel for strategy formation (Communication Scale I - Group meeting)	9 items (V21- V29)
Informal communication channel for strategy formation (Communication Scale II)	8 items (V32-V39)
Communication style (Communication Scale III)	4 items (V30, V31, V53, V54)
Cultural variables	
Power oriented behavior	5 items (V55-V59)
Idealism vs empiricism	6 items (V60-V65)
Apathy of physical labor	5 items (V66-V70)
Professionalism/work involvement	5 items (V71-V74)

Individualism/collectivism	7 items (V75-V81)
Specialist/generalist	5 items (V82-V86)

Sample and Data Analysis

Structured questionnaires were sent to 54 members of the Institutional Marketing Division(IMD) of T Electronic Co. Ltd., in April, 1995 and 44 members returned the questionnaires. The return ratio is 80%. T Electronic Co. Ltd is a large successful company developed from venture capital. The firm ranked second in the PC sales volume in Korea. The company's annual Sales in 1994 amounted to 420 billion Won(or US \$5.6 billion dollars). The number of employees is 1,400 persons. Frequency analysis, Reliability (Cronbach's α), Factor Analysis, Stepwise Discriminant Analysis and Correlational Analysis from SPSS packages were used in the data analysis.

Results of Statistical Analysis and Discussion

The reliability (Figure 1) test of each scale was conducted using Cronbach's α tests. All scales and sub-scales for Consumer Choice Scale, BSR Behavior, Communication Scales, and Cultural sub-scales show high or moderate Cronbach's α scores except Idealism vs empiricism(.3994) and Specialist/Generalist(.4418). were revealed The reason is assumed that the subscales are not unidimensional as explained by the subsequent factor analyses.

The Demographic Background of the subjects(Figure 2): Of the 44 persons who returned questionnaires, 22.2% were in management and 75.6% in sale jobs. Overall, 93% were in sales and 7% were purely in management. The gender distribution consisted of 77.3% male and 22.7% female.

The frequency of meetings(Figure 3) is a quantitative measure of communication. The highest response rate was on the item of "no meeting" was 23.3%, followed by weekly meeting of 20.8%. Yearly meeting and

monthly meeting were responded by 18.8% and 16.3% of the respondents. Daily meeting and two meetings a week were responded by 4.4% and 2.3% respectively. The unique phenomenon of the division is that the marketing personnel were highly stratified due to rank and expertise or performance while the salary differentiation is not so much, as the pay is centrally controlled by the seniority system which has been highly rigid. And presently the system, in many firms, is in the process of change. The formal meeting in the context of the vertical nature of Korean stratification, is generally interpreted to serve the function of top down communication, where upward communication is minimal. Perhaps that is the reason why a large proportion of the respondents had minimal participation(42.1%)(one a year or less).

In contrast, the one-to-one management interview served the function of bottom-up communication and the private voices often excluded in formal communication can be captured through such one to one communication. This study reveals (Figure 4) that the highest frequency of the management interview is "twice a month" reaching 33.3% of the respondents, followed by the weekly management interview of 28.9%. While 22.2% of the respondents had interview with their manager at least twice a week. 11.1% held monthly interview with their managers and no one responded that they did not have any interview with their managers.

The study also shows(Figure 5) the importance of customer choice as perceived by the boundary role occupants. They felt that consumers' purchase decisions are mostly influenced by 'information on equipment service and repair,'(97.7%), 'knowledge on new equipment, new supply products and techniques'(90.9%), 'correct company information'(90.9%). They were followed by equipment financing, price differentiation and reorder and delivery speed(79.5% - 75.0%).

Interestingly the information on products and on the company information

were rated

slightly higher than the quality of service, indicating that the consumers required more information in light of the rapid technological development of PC products. Moderate agreement(68.2% to 50%) was found on the importance of traditional marketing strategies such as specific brand available, advice on inventory control, information on standard and product as well as user training, information on other consumer, and credit available on the supply purchase. It shows that PC consumers require consumer education to a moderate degree. Perhaps the enhancement of the technological know-how of the sales force can be considered. The lowest response rates(45.5%-40.9%) were obtained on the aspects of personal contacts and training on cost control, the residual quality service.

The topics raised during the formal sales force meeting(Figure 6) were: managers were interested in the problems of customer satisfaction(74.4%); managers asked the reasons why the customers did not buy the company products (72.7%); managers reviewed marketing activities(72.7%); managers provided information on the company strategy(69.8%); managers requested feedback on company strategy(69.8%); managers provided information on sales promotion(65.1%); and managers asked why there were increases in sales volume(58.1%). Relatively low rates were revealed on the items of managers' interest in consumer purchase and reasons behind customer satisfaction(44.2-39.5%).

Unlike traditional pictures of Korean organizational culture, the formal meetings were not used solely for top down communication, but the managers attempted to use the occasion for the upward communication and training of the sales force under the environmental pressure of intense competition. However, the formal meeting did not seem to be interpreted by the managers as effective in boundary spanning. Perhaps that is why formal meetings are not fully utilized as shown by the frequency of formal

meetings earlier.

The topics of management-sales force one-to-one meetings(Figure 7): The highest response rate(86.0%) was manager's interest in the sales person's success reason, partly for the purpose of motivating the respondent. This was followed by the manager providing ideas in order to increase customer salistaction(81.4%) manager asked the respondent's good news(81.4%) and bad news as well(79.1). Managers also provided sales force with ideas on sales promotion(79.1%) and feedback to the sales person(72.1%). The lowest response rate(33.4%) was for the manager checking the sales person's progress and sales amount. The manager sales force interview was used in a highly personal manner for motivation and network building by the managers who avoided using the whip and favored only the carrot. in the context of the Korean culture of handling business informally in order to save the face of the subordinates.

The most frequent topic raised by the sales persons in the written reports was the reason why the customer did not buy the company product(83.7%), followed by the reason why the customers bought products from the competitors(76.7%). Relatively lower rates were the reason why the customers purchase products from their company(76.4%) and a list of the customers, the lowest item in the written reports(51.2%). From the responses, it can be interpreted that BSR behavior is required to be sensitive to strategic implication in the volatile environment. The competition is intense and the key factor to competitive power is considered to be the price.

BSR behavior I(Figure 9) is an indication of the distance between the sales person and the customer. The highest response rate is the item of short distance between the sales persons and the customers, i.e. sales persons can ask customer satisfaction(79.1%) and customer readiness to approach the sales persons(74.4%). The responses are markedly higher than

the long distance items such as sales person cannot ask customer satisfaction (39.5%) and customers do not enjoy talking with the sales persons (25.6%).

BSR behavior II(Figure 10) measures aggressiveness of BSR behavior. In the subtle context of Asian culture, aggressiveness in the manner of the American context can have a negative impact. However, this does not mean that Asian culture does not have it's own way of culturally acceptable aggressive BSR behavior to be further explored. The responses revealed mixed results: Sales persons refrained from visiting the customers who did not buy(68.3%), and sales person did visit the customers who did not buy the company products to establish good personal relationship for a future purchase. Perhaps further exploration is necessary in the future study. Aggressive BSR behavior received relatively low, but not too low response rates:(54.8%, 51.2% and 39.0%) respectively.

BSR behavior III(Figure 11) shows handling bad news. It has often been claimed that the Korean organizational man is hesitant to report negative news to his superior in order not to hurt the mood of the superior. This could be correct in a Korean cultural organization and governmental organization, but such cultural behavior cannot be maintained when the system's survival is endangered.

Factor Analysis

The factor analysis of each scale using oblique rotations was conducted and a list of the scaled factors and the contents is given in Figure 12. The theoretically unidimensional factors such as quality of service, BSR behavior, idealism/pragmatism, apathy of physical labor and collectivism/individualism were separated, suggesting further modification of the scales.

Discriminant Analysis

To test the hypothesis proposed by the model of culture interaction of BSR, stepwise discriminant analysis and correlation coefficient analyses were conducted (Figure 13). High response set by the managers obtained in the factor of manager are paying closer attention to the subordinates (F6) and factor of empiricism/pragmatism (F16). It is understandable when managers claimed higher scores for their favorable behavior. But the managers' higher mean score in the factor of empiricism/pragmatism is impressive despite the often claimed effect of the formal education, the rational/empirical value has been more formulated as the individuals are more exposed to the reality of the society.

On the other hand the subordinates scored higher in their responses of the factors of active meeting interaction (F7) and managerial leadership I (F8) of the learning/training on the company goals, plans, methods of sales promotion. Perhaps, the managers felt that the training was not enough, while the subordinates felt that they were fed up with the indoctrination. Or perhaps the importance of the strategic implication were keenly felt by the managers, while the subordinates did not follow the logic.

In Figure 14, different response sets between males and females were revealed with high statistical significance in seven factors. Males responded highly in the factors of management consulting and related service (F2), quality service II (F5), active meeting interaction (F7), management leadership I (F8), active boundary spanning behavior (F12). These are considered to be the factors of strategic importance. Interestingly, a higher response set was reported by the male in the factor of high apathy of physical labor (F18), indicating more authoritarian values of the respondents.

However, even more interestingly, higher mean scores of traditionally power oriented behavior (F14) were reported by female respondents, which

contradicts traditional belief that male are more power oriented. Perhaps, there are changing values among the female population due to the higher feminism movement in contemporary Korea coinciding with the contemporary increase of women's social participation, or there is a self-selection effect.

In figure 15, the BSR occupants responded highly in the strategically important human side of Quality service factor I(F4) and product related Quality service factor II(F5). The BSR occupants, perhaps because they are more exposed to the volatile environment, revealed higher mean scores in the rational dimension of empiricism/pragmatism factor(F16), while maintaining such traditional and informal value system of personal contact & favoritism factor(F3), moderate boundary spanning behavior factor(F11), high Apathy of physical labor factor(F18), collectivism factor(F19) and generalist factor(F22). While the management/senior BSR occupants scored higher in the strategic implication factors such as product-related information factor(F1), managerial leadership I factor(F8), manager's closer consumer Attention factor(F10) at the same time retaining the traditional value of the Idealism factor(F15).

Correlation coefficient of the Factors and Communication Patterns correlation coefficients of the factors and communication patterns are revealed in Figure 16. The factor on product-related information(F1) is highly and significantly related to the factor of management consulting and related service(F2) indicating that managers were keen on strategically sensitive information. The factor was also significantly related to power oriented behavior(F14). The manager's closer attention factor(F6) was significantly related to the factors of active meeting interaction(F7) and formal meeting(V30). The manager's close attention factor is the managerial behavior to promote upward communication from the subordinates. These managers were actively seeking closer flow of two-way communication

between the strategic center and the marginal periphery of the BSR occupants for understandable reasons.

Regarding the cultural factors, the relationship between power oriented behavior factor and idealism factor(F15) was found to be highly and significantly related to the factor of power oriented behavior(F14). Collectivism factor(F19) was significantly related to the factor of Specialist(F21) and Product-related information factor as discussed earlier. The formal meeting variable(V20) was found to be significantly related to the factors of managerial leadership(F8), collectivism factor(F19) and to the factor of generalist. The variable of informal manager vis-a-vis sales person interview factor was highly and significantly related to the factor of closer manager attention and significantly related to the factor of manager's consulting and related service(F6).

IV. Summary and Conclusion

This research has aimed at the functional approach of BSR behavior as it is related with its implication for strategy formation as mediated by cultural factors. This theme can make contributions towards futuristic studies of globalization and dynamic environment and also towards the validation of the new culture variables to explain dynamic East Asian socio-economic development.

The reliability test for the communication scale 1, communication scale 2, power orientation subscale, apathy of physical labor subscale from the culture scale were adequate, but the test for the empiricism/idealism and specialist/generalist subscales from the culture scale suggested a need for more work. Also some of the subscales were not loaded on the same factor. The quality of service, BSR behavior, idealism/pragmatism, apathy of

physical labor and collectivism/individualism were separated, suggesting further elaboration of the scales.

The findings confirmed that traditional East Asian business process do favor informality, but other findings suggest that some managers are making conscious efforts to promote upward communication through formal meetings. The one-to-one management-salesman interview was found to fill the vacuum of bottom up communication, as well as leadership.

This finding contradicts the traditional cultural thesis and suggests changing attitudes among Korean consumers in the hi-tech market. The formal sales force meeting seemed to serve the function of downward communication and sales force training, but some managers seemed to make conscious effort to promote upward communication. As yet the efforts did not seem to be effective in boundary spanning in the mind of the managers.

In BSR behavior I, the Korean sales force seemed to maintain less distant from the customers. BSR behavior II is the measure of the aggressiveness of BSR behavior. In the subtle context of East Asian culture, aggressiveness in the American style can have a negative impact. However, East Asian culture does have its own culturally acceptable aggressive BSR behavior, which requires further exploration. In the analysis of the items of handling bad news, it has often been claimed that the Korean organizational man is hesitant to report negative news to his superior in order not to offend the superior. This claim could be correct in Korean cultural organization and governmental organization. But such cultural behavior cannot be maintained when the system's survival is endangered.

From the culture interaction of BSR, as revealed from the stepwise discriminant analysis and correlation coefficient analysis, culture is found to interact with the BSR occupants. Unlike the misguided Weberian

disciples's cultural determinism, anthropoloitgical cultural dynamistic camp advocates adaptive process of cultural dynamism. There is a changing cultural attitude between the experienced BSR occupants and the role occupants of different experience: Managers responded highly in the factor of empiricism/pragmatism. The rational/empirical value is more formulated as the individuals were more exposed to reality of the society.

Males responded highly in the factors of strategic aspects. But interestingly, a higher response set was reported by males in the factor of high apathy of physical labor, indicating more authoritarian value of the male respondents. On the other hand, higher mean scores of the traditionally power-oriented behavior was reported by the female respondents, due to heightened feminism movement and sharp increase in women's social participation, or due to self-selection effect.

The BSR occupants responded highly in such strategically important factors as the human side of quality service, and product related quality service factor to the management/BSR occupants. The BSR retained such traditional and informal value system of personal contact & favoritism, moderate boundary spanning behavior, higher apathy of physical labor factor, collectivism and generalist value.

While the management/senior BSR occupants scored higher on strategic implication factors such as product related information, managerial leadership I and manager's closer consumer attention, they retained the traditional value of idealism. The managers with closer attention were actively seeking a closer flow of two-way communication between the strategic center and the marginal periphery of BSR occupants. Regarding the cultural factors, the relationship between power oriented behavior and idealism was found to be highly and significantly related to the power oriented behavior and collectivism. It was also significantly related to specialist value and product related information factor. The formal meeting

variable was found to be significantly related to managerial leadership, collectivism, and generalist value.

And the variable of informal manager vis-a-vis sales person interview factor was highly and significantly related to the factor of closer manager attention and significantly related to the factor of manager's consulting and related service.

In sum, the research findings confirmed the thesis of cultural evolution in place of cultural determinism as well as the need for refined cultural scale to accurately describe the dynamism of East Eastern socio-economy. These research findings generated some practical information and findings for working managers. Consumers need more product information and know-how in the face of rapid development of the hi-tech products and quality service. The findings also suggest that corporate image highly influence the consumer decision.

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Figures

〈Figure 1〉 Reliability Test of Each Scale (Cronbach's Alpha)

Scales		Cronbach's α
v6 to v19	Consumer Choice Scale (CC)	.7286
V21 to V29	Communication Scale I (CS1) (group meeting)	.8385
V31 to V38	Communication Scale II (CS2)	.7681
V40 to V47	Boundary Spanning I (BSI)	.6212
V48 to V54	Boundary Spanning II (BSII)	.5624
V55 to V59	Culture I (C1) (Power oriented)	.8182
V60 to V65	Culture II (C2) (Empiricism/Idealism)	.3994
V66 to v70	Culture III (C3) (Apathy of Physical Labor)	.6692
V71 to V74	Culture IV (C4) (Professionalism/Work Involvement)	.5116
V75 to V81	Culture V (C5) (Individualism/Collectivism)	.6751
V82 to V86	Culture VI (C6) (Specialist/Specialist)	.4418

〈Figure 2〉 Demographic Background

variables	Description	Frq	%
V2 position	manager	10	22.2
	Salesperson	34	75.6
V3 sex	male	34	77.3
	female	10	22.7
V4 dept	mkt Div. 1	27	61.4
	dirct sale	17	38.6
V5 job function	marketing	40	93.0
	management	3	7.0

〈Figure 3〉 Frequency of Meeting

frequency	%
none	23.3
once a year	18.8
once a month	16.3
twice a month	14.0
once a week	20.8
twice a week	2.3
every day	4.4
missing	4.4

〈Figure 4〉 Frequency of One to One Management Interview

frequency	%
once a month	11.1
twice a month	33.3
every week	28.9
twice a week	17.8
every day	4.4
missing	4.4

〈Figure 5〉 Perceived Importance of Customer Choice

Item		%
V7 knldge on a/s and repair	very impntnt	97.7
V6 information on prodct	very impntnt	90.9
V19 correct company informatn	very impntnt	90.9
V10 equipmnt financing	very impntnt	79.5
V12 price diffrentiation	very impntnt	77.3
V14 rordr & dlvry	very impntnt	75.0
V13 brand availabl	very impntnt	68.2
V9 advic on inventory	very impntnt	65.9
V8 infor on standard and product	very impntnt	63.6
V15 user tainning	very impntnt	61.4
V17 infor on other consumer	very impntnt	56.8
V11 credit on supply purchase	very impntnt	50.0
V18 personal contact	very impntnt	45.5
V16 trnng on cost contrl	very impntnt	40.9

〈Figure 6〉 Topics of Sales Force Meeting

Items		%
V28 ask problm on C/S	very often	74.4
V25 ask why no buy	very often	72.7
V23 reviw mkt actvty	very often	72.1
V21 provid infor on co stratgy	very often	69.8
V24 ask ideas on co	very often	69.8
V22 provid infor on sales promotn	very often	65.1
V29 ask why sales increas	very often	58.1
V26 ask why consumer buy	very often	44.2
V27 ask infor on C/S	very often	39.5

〈Figure 7〉 Topics of Mgt-Sales Force Interview

Items		%
V38 mgt ask why customr increas	very often	86.0
V33 mgt provd idea on increas customer	very often	81.4
V36 mgt ask good news	very often	81.4
V37 mgt ask bad news	very often	79.1
V32 mgt provid sales prmotn ideas	very often	79.1
V34 mgt ask mkt problm	very often	76.7
V35 mgt provid feedback	very often	72.1
V31 review sales record	very often	33.4

〈Figure 8〉 Topics of the Sales Person's Written Report

Items		%
V42 rpt no buy reasn	very often	83.7
V43 rpt custmr buy other co item	very often	76.7
V41 rpt cusm purchase items	very often	67.4
V40 rpt custm list	very often	51.2

〈Figure 9〉 BSR Behavior I

Items		%
V47 readily ask C/S	very often	79.1
V44 custm readily talk to salesman	very often	74.4
V46 can not ask C/S	very often	39.5
V45 custm not enjoy salesman talk	very often	25.6

〈Figure 10〉 BSR Behavior II

Items		%
V50 do not vist who do not buy	very often	68.3
V49 visit & estblsh new custmr relatn	very often	64.3
V48 visit custm freq	very often	54.8
V51 do not vist no buy customr	very often	51.2
V52 visit to build good relationship	very often	39.0

〈Figure 11〉 BSR Behavior III

Items		%
V53 rpt bad news	very often	78.6
V54 do not rprr bad news	very often	61.0

〈Figure 12〉 Factor Analysis

F1	Product related information (v6, V19, v8, v7)
F2	Mgt consulting and related service (V10, V15, V9)
F3	Personal contact & favortism (V1, V17, V12)
F4	Quality service I (V16, V14)
F5	Quality service II (V11, V13)
F6	Manager closer attention (V26, V25, V28, V29, V27)
F7	Active meeting interaction (V22, V21, V23, V24)
F8	Mgt leadership I (V35, V33, V36, V32)
F9	Mgt leadership II (closer personal attention) (V31, V38, V37, V34)
F10	Mgt's closer consumer Attention (V42, V43, V41, V40)
F11	Moderate boundary spanning behavior (V47, V44, V45, V46)
F12	Active boundary spanning behavior (V49, V48, VV52, V53)
F13	Inactiv boundary spanning behavior (V54, V51, V50)
F14	Power oriented behavior (V57, V56, V55, V57, V59)
F15	Idealism (V62, V65, V63)
F16	Empiricism/pragmatism (V61, V64, V60)
F17	Low Apathy of physica labor (V66, V69, V67)
F18	High Apathy of physical labor (V70, V68)
F19	Collectivism (V80, V77, V81, V75, V78, V79)
F20	Individualism (V77, V76)
F21	Specialist (V82, V84, V85)
F22	Generalist (V83, V86)

〈Figure 13〉 Results of Stepwise Discriminant Analyses of Factors by Position (Rank Order of Mean Scores)

	F6	F7	F8	F16
Mgt	1	2	2	1
Sub	2	1	1	2

(only the statistically significant factors are shown here)

〈Figure 14〉 Results of Stepwise Discriminant Analyses of Factors by Gender (Rank Order of Mean Scores)

	F2	F5	F7	F8	F12	F14	F18
Male	1	1	1	1	1	2	1
Female	2	2	2	2	2	1	2

(only the statistically significant factors are shown here)

〈Figure 15〉 Results of Stepwise Discriminant Analyses of Factors by Function (Rank Order of Mean Scores)

	F1	F3	F4	F5	F8	F10	F11	F15	F16	F18	F19	F22
Mkt	2	1	1	1	2	2	1	2	1	1	1	1
Mgt	1	2	2	2	1	1	2	1	2	2	2	2

(only the statistically significant factors are shown here)

〈Figure 16〉 Correlation Coefficients of the Factors

	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	1.00
F2	.581**	1.00															
F3	.260	.592	1.00														
F4	.416	.075	.291	1.00													
F5	.192	.050	.119	.234	1.00												
F6	.118	.329	-.009	-.010	-.105	1.00											
F7	.375	.263	-.050	.186	.192	.552**	1.00										
F8	.364	.535*	-.010	.300	.083	.270	.397	1.00									
F9	.462*	.266	-.129	-.019	.193	.292	.489*	.499*	1.00								
F10	.323	.275	.064	.430*	.021	-.087	.266	.374	.364	1.00							
F11	.358	.256	.383	.249	-.067	.455*	.448*	.444*	.345	.232	1.00						
F12	.044	.020	-.388	.148	.203	.316	.319	.100	.352	.347	.099	1.00					
F13	-.021	.027	.066	-.044	.099	.240	.191	.121	.407	.129	.368	.461*	1.00				
F14	-.464*	-.277	-.026	.034	.193	.019	.001	.034	-.058	-.031	-.158	.100	.148	1.00			
F15	-.141	-.116	-.103	.136	.308	.091	.313	.101	.196	.168	.233	.331	.379	.646**	1.00		
F16	.183	.060	-.104	-.059	.257	.096	.312	.290	.501*	-.127	.250	.072	.344	.234	.404	1.00	

F17	.062	.031	.098	-.009	.096	-.037	.168	.156	.119	.284	.012	-.094	-.166	.375	.269
F18	.151	.390	.204	-.198	-.107	-.103	.312	.289	.501*	-.127	.250	.072	-.053	.118	.118
F19	-.110	.001	-.332	.068	.199	.018	.139	.131	.091	-.182	.082	.213	.277	.379	.650**
F20	.016	.024	.170	.359	-.032	-.072	.234	.419	.092	.096	.279	-.279	.160	.383	.401
F21	.089	.091	.151	.078	.048	.270	.125	.212	.212	.309	.124	.349	.222	.374	.236 .456*
F22	.184	.241	-.121	-.304	-.006	-.053	.075	.422	.401	.084	.323	.072	.250	.043	.255
V20	-.189	-.351	.345	.057	-.020	-.115	-.245	-.430*	-.134	-.106	-.162	-.164	.051	-.046	-.270
V30	.269	.485*	-.021	-.176	-.122	.748**	.310	.221	.216	-.215	.337	.202	.098	1.137	.016

	F16	F17	F18	F19	F20	F21	F22	V20	V30
F17	.036	1.00							
F18	.326	.348	1.00						
F19	.493*	-.025	-.029	1.00					
F20	.316	.181	.275	.417	1.00				
F21	.325	.132	.005	.146	.109	1.00			
F22	.387	.331	.282	.300	.219	.338	1.00		
V20	-.244	-.225	-.250	-.471*	-.134	.238	-.449*	1.00	
V30	.288	-.136	.100	.081	-.202	.266	.131	-.273	1.00

N of cases: 30 1-tailed Signif: * - .01 ** - .001 "." is printed if a coefficient cannot be computed

문화가 임계탐색역할에 미치는 영향: 한국기업의 사례

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요 약

조직의 개방시스템 모형은 조직과 환경간의 정보와 에너지의 동태적 동태적 교환을 상정하고있다. 불확실성이 높은 세계화시장에서는 이 활동이 더 두드러지나 이에 대한 연구는 많지 않았다. 본 연구에서는 한국기업의 임계탐색역할이 한국문화에 의해 영향을 받는다는 가설아래 양명학과 주자학의 차별화를 기하며 프로테스탄트 문화와의 연관성을 측정하는 한국문화척도를 활용하여 임계탐색역할과 문화와의 관계를 관찰하여 유의성 있는 관계를 추출하였으나 임계탐색역할과 문화척도의 개선점도 동시에 발견하였다.

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