

The Study of the Key Factors of Successfully Importing Foreign Workers by Utilizing Two-Stage Relationship Marketing Model

Yann-Ling Wu¹, Wen-Hsiang Lai¹, Ying-Chyi Chou²

¹Feng Chia University, Seatwen Dist, Taichung, Taiwan, ROC.

²Department of Business Administration, Tunghai University, Taichung, Taiwan R.O.C.

Abstract—In recent years, the Taiwanese government has been importing foreign workers to supplement the shortage of domestic labor force as a temporary expedient. Its main purpose is to help solve domestic businesses' labor problems. By importing foreign workers, the employer is able to obtain an immediate labor force. At the same time, the agency also generates economic gains. Upon arriving in Taiwan, language, religion culture and environment are all unfamiliar. For this reason, the workers have to adjust to these differences and work to achieve their financial goals at the same time. Some experience difficulties in both work and everyday life. Apart from issues of a personal nature, these difficulties may be related to several other issues particular to the foreign worker system. It could be government policies or control measures. It could also be the way the employer utilizes the worker or runs the business.

This study is based on relationship marketing models. To discuss the key factors of successfully importing foreign workers, this study will be conducted by using questionnaires to verify the model and analyze the data.

I. INTRODUCTION

A. Motivation

By importing foreign workers, the employer is able to obtain an immediate labor force. At the same time, the agency also generates economic gains. Upon arriving in Taiwan, foreign workers work and live in an environment completely different from their home countries. Language, religion culture and environment are all unfamiliar. For this reason, the workers have to adjust to these differences and work to achieve their financial goals at the same time. [16] Some foreign workers may experience difficulties in both work and everyday life. Apart from personal factors, the reasons may be several other issues particular to the foreign worker system. It could be government policies or control measures. It could also be the way the employer utilizes the worker or runs the business. Whether it's for the development of policies or the study of the foreign worker system, both the agencies and employers play an important role in the flow of foreign workers. Due to the labor force importation mechanism, the agency has to maintain a close relationship and communication with both the worker and the employer. However, language barrier is still an obstacle, and may cause problems during the process, making things challenging. This study hopes to utilize relationship marketing and management to create employee trust and loyalty, increase their willingness to uphold a better relationship and give their best while working.

B. Aim

Within the foreign labor importation mechanism, the agents play the communicating role between the worker and the employer. If the service level of agents is improved, both the foreign workers and the employers can be more efficiently helped, foreign worker management can also be enforced. This will in turn make the foreign workers an asset to the Taiwanese manufacturing industry. This study is about manpower agency's efforts on relationship management activities. These efforts include: raising benefits, faire interaction, work value unity and communication. These effort increase employee trust and will maintain a good relationship. Employ motives go up and method are likely to spontaneously contribute and cooperate with each other.

II. LITERATURE REVIEW

A. The Introduction of Foreign Workers

The progressive change of society and time changed the structure of industries in Taiwan. Farming population shrunk while the service industry grew rapidly. On top of that, better educational level also changed people's work value and caused a shortage in the labor force. To help the manufacturing industry solve this shortage, the government started to import foreign labor force.

Lou [8] stated, by importing foreign workers, Taiwan formed economic ties with labor force exporting countries. This also means that foreign worker trading becomes part of our foreign policy. Importing foreign workers has been, however, defined as a temporary and supplementary solution to labor shortage. It is then being regulated by four rules:

1. It cannot interfere with the right to employment of Taiwanese citizens.
2. It cannot be a means for foreign workers to gain Taiwanese citizenship.
3. It cannot become the reason for social problems.
4. It cannot be the impediment of Taiwanese industry improvement. [8]

To implement these rules, the Taiwanese government came up with control mechanism to be sure that the foreign labor force plays their roles in helping the Taiwanese economy grow.

B. Relationship Marketing

1. Definition of Relationship Marketing

Berry [3] who was the first person to come up with the concept of relationship marketing defined it: "Relationship

marketing is attracting, maintaining and – in multi service organizations – enhancing customer relationships.” Dwyer and Schurr [5] believe that relationship marketing means the ties between a business and a trading partner. It is a long term relationship formed through all relationship management. Both parties presume that after the actual trading, interaction is expected to happen, and other trading would be the foundation of further trading. As for Palmatier [10] Thus, the overall definition of marketing identifies the process of managing relationships as one of its key charter. Shani and Chalasani [15] define relationship marketing as “an integrated effort to identify, build up, and maintain a network of individual customer, and to strengthen the network continuously for the mutual benefit of both sides through intuitive, individualized, and value-added contacts over a long period of time”. Morgan and Hunt [9] defined the concept of relationship marketing to a category of being. They believe that relationship marketing is establishing, expanding and maintaining a long-term and mutually beneficial relationship with commitment and trust being its core. According to Taleghani Gilaninia.& Mousavian,[12] relationship marketing is a kind of marketing that its goal is developing and managing long-term and trustworthy relationships with customers, suppliers and all others acting in the market. Perrien & Richard [7] address relationship marketing as a asymmetrical and personalized marketing process. This process utilizes the understanding customer needs to maintain the relationship. The end result is mutually beneficial and forms a mutual believe.

2 Key Points of Relationship Marketing

Morgan and Hunt brought forth the Key Mediating Variables Model (KMV Model) in 1994. They use the theory of trust and commitment to discuss the study of relationship

marketing. The method divides the factors of relationship marketing into antecedent variable (termination cost, relationship benefits, shared values, communication, and opportunistic behavior), mediator variable (commitment and trust) and dependent variable (acquiescence, propensity to leave, cooperation, functional conflict and uncertainty). These variables are used to discuss how the antecedent and mediator variables influence the dependent variable. In 2002, Thomas and Acito pointed out that relationship marketing activities (core services performance, rewards for contributions, dissemination of organizational knowledge, member interdependence enhancement activities, and reliance on external membership requirements) actually improves its members’ commitment to the relationship and in turn the membership’s relationship behaviors (membership retention, exchange-based participation, and cooperatively based coproduction). [13] The above mentioned Morgan and Hunt (1994) KMV Model became a fundamental theory of future studies of relationship marketing after 1994. [9] Its variables are well defined. After collection the variables, this study utilizes the KMV model as the base model.

3 Key Mediating Variables Model (KMV Model)

In the Morgan and Hunt’s relationship marketing study based on trust and commitment in 1994, they divided the factors of relationship marketing into antecedent variable (termination cost, relationship benefits, shared values, communication, opportunistic behavior), mediator variable (commitment and trust) and dependent variable (acquiescence, propensity to leave, cooperation, functional conflict and uncertainty). These variables are used to discuss how the antecedent and mediator variables influence the dependent variable. [9] See Figure 2-1.

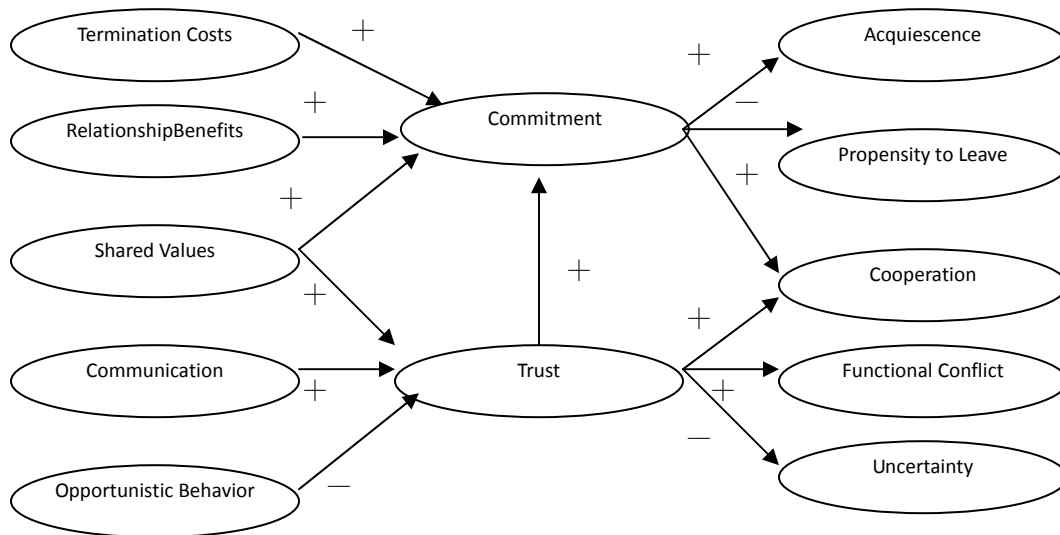


Figure 2-1 Relationship Marketing KMV Model

Source : Morgan, R. M. and Hunt, S. D., 1994, “The Commitment-Trust Theory of Relationship Marketing.”, Journal of Marketing, Vol.58, pp.20-38.

III. METHODOLOGY

A. Conceptual Framework

The Morgan and Hunt [9] KMV model is used and adjusted according to the characteristics of actual manpower agencies. In practice, agencies go for the biggest benefit possible. Management activities are used to interact and share values with their employers. Therefore, relationship benefits, shared values, communication, opportunistic behavior from antecedent variables are used and will be called relationship management activities. On the other hand, since employers are under contracts, they cannot actively terminate the relationship; therefore termination cost variable is not used in this study.

As for dependent variables, in the original model, acquiescence meant the level of acceptance and support of the other partner's requirement and policies. Cooperation means employee's willingness to finish their jobs and cooperate with the employer. Therefore, this study combines these variables into cooperation.

For employee performance, organizational citizenship behavior includes a wide range of variables. For this reason, organizational citizenship behavior is used in place of propensity to leave, functional conflict and uncertainty variables.

B. Hypotheses

According to the references, adjustments done to Morgan and Hunt (1994)'s KMV Model and the characteristics of manpower agencies, this study proposes the following hypotheses:

● Relationship Management Activities

Morgan and Hunt [9] believes that when the bigger the gain from the trading relation, it will lean towards a more a positive relationship commitment.

Morgan and Hunt (1994) believe that shared value means that all parties involved in the relationship believe in the same behavior, aim and policies. When trading partners share values, they value their relationship more and have deeper psychological attachment. Morgan and Hunt [9] also believe that when there's frequent and more communication, partners would form higher levels of trust. Morgan and Hunt [9] also theorize that when one party carries out opportunistic behavior, the other party would find it more difficult to trust and then lower its level of trust. Manpower agencies need to make the organization aim and policies known to their employees. Work value from both sides should be the similar in order to presume both sides are on the same page. Furthermore, employee salaries are determined by the agencies, therefore the organization needs to establish extra incentives in order to motivate its workers. As a result, the motivation, benefits and training programs offered by manpower agencies will profit the employees and raise the level of employee trust and commitment.

Hypothesis 1: Relationship Management Activities

noticeably affects commitment.

Hypothesis 2: Relationship Management Activities noticeably affects trust.

● Trust

In Social Exchange Theory, trust and commitment is broadly defined by principles of reciprocity. It claims that mistrust creates mistrust, and mistrust lowers commitment levels. Mistrust also changes the result of many short term exchanges. [2] To be more specific, trust means that whether the truster (person giving trust) has the ability to oversee or control or not, based on presuming the actions of the trustee (person being trusted) is willing to take on the risk of the trustee not fulfilling the commitment [9] Employees need to establish a trusting foundation to be willing to maintain their relationship with the employer and have better trust and loyalty.

Hypothesis 3: Trust noticeably affects commitment.

● Cooperation

Morgan and Hunt [9] believe that a commitment encourages cooperation on both sides of the trading. This is because the partners hope a good relationship is beneficial to both sides, and trust also promotes cooperation. Lings [6] also thinks that a higher level of commitment raises customer retention rate. Morgan and Hunt [9] define acquiescence as the level of acceptance or support from one partner to the other partner's demand or policy. This is assuming that commitment has a positive influence to acquiescence and trust influences acquiescence through commitment. Abzari, Ghorbani & Madani [1] believes that one area in which market orientation has been found to have an influence is on organizational commitment. Organizational commitment levels were significantly higher in organizations that were deemed more market oriented. This means the employee is keen to carry out their duty and supports management's decisions, cooperate with organization policies and complete missions given. A higher commitment level means better cooperation level. If the employees trust the agency's conducting ability, they will cooperate with the company. Employees will value more and maintain the relationship better, and in turn be more enthusiastic to cooperate. When a manpower agency has a good commitment relationship with its employees, both parties will be more willing to maintain the relationship. From an employee's perspective, the desire to stay with the same company will increase.

Hypothesis 4: Commitment noticeably affects cooperation work.

● Organizational Citizenship Behavior

Organ [4] defines Organizational Citizenship Behavior as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. There are five categories of organizational citizenship behavior. Those categories are subordinate,

sportsmanship, altruism, courtesy, civic virtue. Manpower agencies hope that employees can discretionarily contribute to the company. But there should be commitment first, which means employees have to identify themselves with the company and be willing to invest psychological attachment. When employees have faith in the management abilities will allow them to bring out their potentials, they will cooperate with the company. And when the company has a good reputation and brand image, employees expect the experience obtained through working for such company will help with their competitiveness and want to remain with the company. Companies gain employees' trust and discretionary contribution through management ability and reputation.

Hypothesis 5: Commitment noticeably affects organizational citizenship behavior.

Hypothesis 6: Trust noticeably affects cooperation.

To sum up, the hypotheses of this study are show in Figure 3-1

C. Variable Operational Definition and Measurement

Based on the Literature Review and keeping the characteristics of manpower agencies in mind, we come up with the hypothesis variables operational definitions. The measurement of relationship marketing is based on the set developed by Morgan and Hung [9] for KMV Model. The relationship management activity factors are then adjusted in accordance to characteristics specific to manpower agencies and its workers. It is then designed with the Likert Scale, ranging from strongly agree to strongly disagree (7 to 1). For Employee Performance measurement, the scale is based on the set designed by Williams et al. [14] for employee role and organizational citizenship behavior, incorporating manpower agency's requirement of employees to adjustment the measurement. This section also uses the Likert Scale, ranging from strongly agree to strongly disagree (7 to 1). The operational definitions are show in Table 3-1.

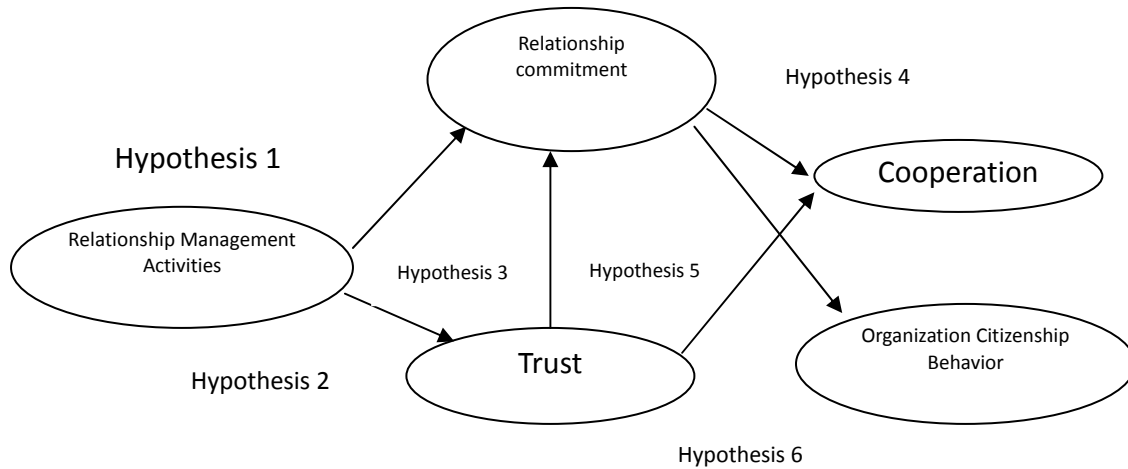


Figure 3-1 Hypotheses Framework

TABLE 3-1 VARIABLE OPERATIONAL DEFINITION AND MEASUREMENT

Variable	Variable Operational Definition	Measurement
Relationship Management Activities	The benefits (economical or non-economical) of maintaining the relationship between employees and agencies. Official and unofficial information sharing between the employees and employers on a timely fashion lower unbalanced situations. Employees understand what's expected of them better.	<ol style="list-style-type: none"> 1. Training 2. Work experience 3. Fair attitude 4. Fair work distribution 5. Constant employee positioning 6. Constant employee value 7. New information provided 8. Work performance expectation clear 9. Adhering to promises 10. Adhering to commitments
Trust	Employees believing in employers' reliability and honesty.	<ol style="list-style-type: none"> 1. Level of trust. 2. Correct expectations 3. High level of credibility.
Relationship Commitment	Employees believe that maintaining a relationship with the agency is important and worthwhile. Therefore they do their best to uphold the relationship.	<ol style="list-style-type: none"> 1. Accept joined responsibility. 2. Work to maintain long term relationship. 3. Work to maintain a good relationship
Cooperation	Employees accept work assignments and work with other employees to achieve company goals.	<ol style="list-style-type: none"> 1. Official standard 2. Official performance requirement 3. Fulfill responsibilities 4. Coordinate 5. Communicate 6. Discuss
Organizational Citizenship Behavior	In order to benefit the company, employees contribute discretionarily.	<ol style="list-style-type: none"> 1. Discretionary behavior beneficial to organization 2. Discretionarily helping colleagues 3. Discretionary spreading/sharing information

D. Questionnaire Design and Sampling Design

1. Questionnaire Design

We have discussed and defined Variable Operational Definition and Measurement in Section 3.3. We are going to define the actual questions in this section. The questionnaire is made up of 3 parts: antecedent variable, mediator variable and dependent variable. The Likert Scale is used, ranging

from strongly agree to strongly disagree (7-1). To confirm the number of valid questionnaires, some reverse coding are implemented, and reverse scoring is used. As for sampling variable, data is collected through interviews and secondary information so they fall within a specific range. in reference to Yen [17]'s measurement table, the questionnaire is as follows in Table 3-2:

TABLE 3-2 SUMMARY OF VARIABLE QUESTIONS

Construct	Variable	Measurement	Questions
Antecedent variable	Relationship Management Activities	<ol style="list-style-type: none"> 1. Training 2. Work experience 3. Fair attitude 4. Fair work distribution 5. Constant employee positioning 6. Constant employee value 7. New information provided 8. Work performance expectation clear 9. Adhering to promises 10. Adhering to commitments 	<ol style="list-style-type: none"> 1. The training program provided by your agency is helpful in improving your ability. 2. Your experience at the agency is very helpful to your future. 3. The agency treats you no differently from other employees. 4. There is no difference in work distribution for you and other employees. 5. You share the same employee work positioning with your agency. 6. You share the same work value with your agency. 7. Your agency provides you with the latest information. 8. Your agency clearly informs you of their expectations on your performance. 9. Your agency will not go against its promise to you after the goal is achieved. 10. Your agency adheres its commitment.
Mediator variable	Relationship Commitment	<ol style="list-style-type: none"> 1. Accept joined responsibility 2. Work to maintain long term relationship. 3. Work to maintain a good relationship 	<ol style="list-style-type: none"> 1. You and your agency share joined responsibility on whether the goal is achieved. 2. You'll do your best to maintain a long term relationship with your agency. 3. You'll do your best to maintain a good relationship with your agency.
	Trust	<ol style="list-style-type: none"> 1. Level of trust. 2. Correct expectations 3. High level of credibility. 	<ol style="list-style-type: none"> 1. The agency is often not being trusted by you. 2. You can correctly predict what they agency is going to do. 3. You think the agency has a high credibility.
Dependent variable	Cooperation	<ol style="list-style-type: none"> 1. Official standard 2. Official performance requirement 3. Fulfill responsibilities 4. Coordinate 5. Communicate 6. Discuss 	<ol style="list-style-type: none"> 1. You try your best to finish what's asked for in your job description. 2. You try to finish official standard requirements. 3. You try your best to achieve your assignments. 4. You fully fulfill your responsibilities. 5. You sometimes do not fulfill your responsibilities. 6. You sometimes ignore your responsibilities or duties. 7. You can coordinate with other employees to complete your assignment. 8. You can communicate with other employees and complete assignments together. 9. You can hold discussions with other employees in order to complete assignments. 10. Sometimes you perform actions which sabotage your work. 11. You are willing o perform actions outside the official standard to complete your assignment. 12. When you are unable to attend to your work, you notify the agency in advance. 13. You spend a lot of time on personal phone calls. 14. You spontaneously help colleagues with heavier workload. 15. You spontaneously remind colleagues work related information.
	Organizational Citizenship Behavior	<ol style="list-style-type: none"> 1. Discretionary behavior beneficial to organization 2. Discretionarily helping colleagues 3. Discretionary spreading/sharing information 	<ol style="list-style-type: none"> 1. You have a high attendance rate. 2. You sometimes do unimportant or secondary work first. 3. You spontaneously help colleagues who are absent. 4. You spontaneously are concerned about colleagues' interest. 5. You spontaneously help new employees. 6. You are willing to listen to colleague's problems and issues. 7. You spontaneously pass on work related information to colleagues.

TABLE 3-3 SAMPLE POPULATION TRAITS

Variable	Measurement	Questions
Sample Population Traits	Gender	1. Gender
	Marital Status	2. Marital Status
	Age	3. Age
	Education	4. Educational Level
	Monthly Income	5. Monthly Income
	Industry	6. Which industry is your manpower agency in?
	Work Experience (year)	7. How long have you worked for your current agency?
	Work Experience in Manpower Agency	8. How long have you worked for manpower agencies?
	Number of Job Changes	9. How many times have you changed your job since you started working for manpower agencies?
	Job Title	10. What's your job title in the manpower agency?

2. Sampling

We did a random sampling of current manpower agency workers in Nantou County, Taiwan. The study conducted a questionnaire amongst manpower agency employees. Contact persons were informed and received questionnaire to distribute to their employees. Completed questionnaire were collected later. This study issued 65 questionnaires. Out of which, 48 were returned. 48 valid questionnaires were collected.

E. Data Analysis

1. Reliability

Cronbach's α is used as reliability standard to check whether there's internal homogeneity within the construct. Antecedent variable is Cronbach's $\alpha=0.9204$; mediator variable is Cronbach's $\alpha=0.7073$ and dependent variable is Cronbach's $\alpha=0.8979$. This shows that under the construct, there's internal homogeneity. Data can be used.

2. Factor Analysis

The 10 questions of relationship management activities are combined into relationship management activities factor, with analysis capability of 60.98%. For mediator variables, commitment and trust factors were used, with analysis

capability of 74.515%, which shows that they are useable mediators. Performance was the focus for dependent variables, which we divided into 2 factors, with analysis capability of 60%. This shows that they are a good representation to explain the effects of relationship marketing.

3. Analysis of Variance

One-way analysis of variance is used to test the antecedent variable, mediator variable and dependent variable to see if there's noticeable difference.

4. Antecedent variable

The following table 3.4 shows whether relationship management activities affect commitment and trust.

5. Mediator variable

The following table 3.5 shows whether trust affects commitment, and commitment also affects cooperation and organizational citizenship behavior.

6. Dependent variable

The following table 3.6 shows trust affects cooperation.

TABLE 3.4

Variation		Sums of Squares	Degrees of freedom	Mean square	F	Significance
Commitment	Across	36.299	23	1.578	3.742	.001*
	Within	9.701	23	.422		
	Sum	46.000	46			
Trust	Across	33.100	23	1.439	2.566	.014*
	Within	12.900	23	.561		
	Sum	46.000	46			

TABLE 3.5

Variation		Sums of Squares	Degrees of freedom	Mean square	F	Significance
Cooperation	Across	41.045	34	1.207	3.927	.018*
	Within	2.767	9	.307		
	Sum	43.811	43			
Organizational Citizenship Behavior	Across	39.395	34	1.159	2.265	.098
	Within	4.605	9	.512		
	Sum	44.000	43			
Commitment	Across	46.000	34	1.353	9.884E+32	.000* * *
	Within	1.643E-32	12	1.369E-33		
	Sum	46.000	46			

TABLE 3.6

Variation		Sums of Squares	Degrees of freedom	Mean square	F	Significance
Cooperation	Across	41.045	33	1.244	4.496	.008* *
	Within	2.767	10	.277		
	Sum	43.811	43			
Organizational Citizenship Behavior	Across	39.395	33	1.194	2.593	.05*
	Within	4.605	10	.460		
	Sum	44.000	43			

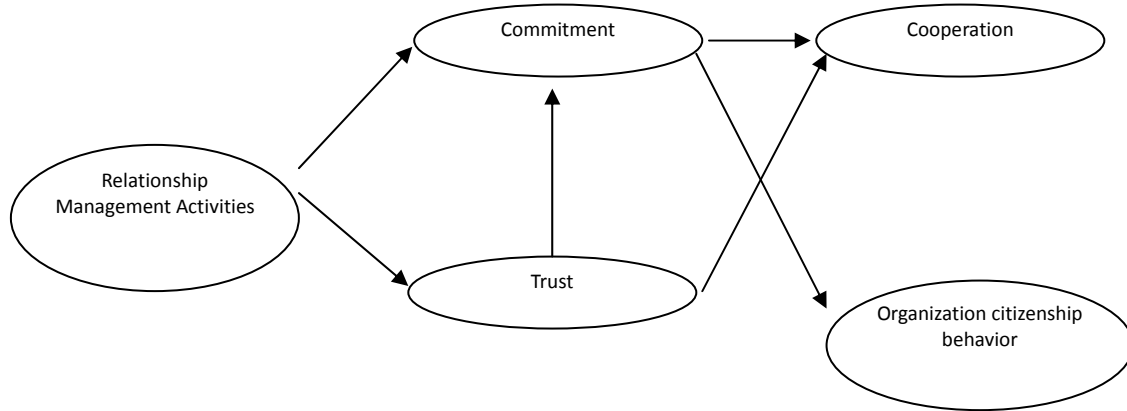


Figure 4-1 Result

IV. RESULTS

The study concludes with the hypotheses shown in Figure 4-1. In antecedent variable, relationship management activities directly affect commitment and trust. It then indirectly affects commitment and increases the performance in terms of cooperation and organizational citizenship behavior.

V. CONCLUSION AND SUGGESTION

Through the study, we discover that manpower agencies can effectively raise the level of performance through relationship management activities to gain commitment and trust. With that we suggest the following:

According to the study result, manpower agencies can effectively raise the level of employee commitment and trust by focusing on relationship management activities. While utilizing its employees, reinforce the benefits of maintaining a relationship. For example, employees gain promotion through outstanding performance. At the same time, training programs and experience accumulation can become an attractive factor for the employees to be more willing to maintain their relationship with the company. Furthermore, similar value and positioning shared by agencies and employees creates a better trusting bond. Therefore, while training its employees, agencies should establish proper work attitude. Manpower agencies should also pass correct information to their employees and keep them updated. More importantly, agencies should avoid sacrificing employee benefits for their own gain. This way, employees establish

trust more easily.

Manpower agencies gain employee commitment and trust through the above mentioned relationship management activities; employees work harder. Employees are also willing to focus on the agencies interests, spontaneously contribute. They will be more willing to help absent colleagues, heavier workloads and new employees. Willing employees also follow company rules and avoid handling personal issues during work time.

From the population trait statistics, it shows that marital status and monthly income affects commitment noticeably. Job titles affect trust, and trust affects organizational citizenship behavior. This result can be used while recruiting.

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