Known collectively as mediated power, reward and coercive powers have often been portrayed as a single construct. However, we argue in this study that reward and coercive powers should be considered as separate constructs. We build our theoretical rationale based on the more recent development in motivation literature and, in particular, self-determination theory. Empirical evidence offers the contrasting aspects of the reward versus coercive power exercised by the buyer. Our study demonstrates how reward and coercive powers interact differently with other bases of power and also how they relate differently with supplier commitment and performance.

KEYWORDS: Mediated power, Reward power, Coercive power, Buyer-supplier relationships, Relationship commitment