**دور علاقات التسويق في خلق قيادات الاعمال**

المؤتمر الاقتصادي الاول "نحو عالم متغيير"

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**ملخص**

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**الغرض** - الهدف من هذه الورقة هو تحديد ما هي العوامل التي تشكل أعظم أهمية على علاقة التسويق في خلق القيادة في الاعمال وتحديد ما العوامل التي تشكل أعظم أهمية في كل مرحلة من مراحل علاقة التسويق.

**المنهجية** – البحث يتبع تحليلا دقيق لاستعراض الأدبيات لتحديد عوامل علاقة التسويق في خلق القيادة. ثم أجريت سلسلة من المقابلات مع عشرين خبير من خمس دراسات حالة لتوضيح أهمية هذه العوامل في كل مرحلة من العلاقات التجارية.

**النتائج** - النتائج تحدد العوامل ذات الترتيب العالي من العلاقة التجارية و إبراز دور العلاقات في إنشاء القيادة ، بوصفها الاستراتيجية الرئيسية لتحسين الأعمال التجارية.

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**الاثر للادارة**- هذا البحث مهم بالنسبة لمديري الشركات في مستوى مختلف . من خلال فهم العوامل التي هي الأكثر أهمية في كل مرحلة ، ويمكن للمدراء تركز جهودهم على هذه الأبعاد من أجل تعزيز العلاقات بين المشتري و البائع الناجح في خلق القادة.  
  
**الاصالة / قيمة** - البحث هو واحد من عدد قليل من الدراسات على العوامل العلاقات بين المشتري و البائع في كل مرحلة من مراحل العلاقة التسويق. على حد علمنا ، هو الورقة الأولى لتقديم الأدلة التجريبية لدور العلاقة في خلق قادة الأعمال في أحد البلدان النامية .

**Role of Relationship Marketing in Business Leadership**

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**Abstract:**

**Purpose –** The aim of this paper is to identify what factors are of the greatest importance to relationship marketing in creating leadership and to identify what factors are of the greatest importance in each stage of relationship marketing.

**Design/methodology/approach** –This research employs a critical analysis for the literature review to identify factors of relationship marketing in creating leadership. Then a series of 20 expert interviews from five case studies were conducted to illustrate the importance of these factors at each stage of business relationships.

**Findings** – The findings identify the high-order factors of business relationship and demonstrate the role of relationships in leadership creation, acting as the main strategy to improve business.

**Research implications** – This research has important implications for different level managers at companies. By understanding the factors that are most important at each stage, managers can focus their efforts on these dimensions in order to foster successful buyer–seller relationships in creating leaders.

**Originality/value** – This is one of few studies that investigate factors of buyer-seller relationships at each stage of relationship marketing. To our knowledge, this is the first paper providing empirical evidence of the role of relationship marketing in creation business leaders in a developing country.

**Keywords –** Relationship marketing, leadership, developing country

**Paper Type –** Research paper

**Introduction**

Calls have been made for increased adoption of useful perspectives in the sphere of relationship marketing (Wilson, 1995; Eiriz &Wilson, 2006; Achim & Thomas, 2003; Hsu et al., 2008; Gabriel & Oni, 2012) to enhance leader’s performance and achieve a more understanding of buyer seller relationships in forming new structures that do not exist in isolation in businesses. To date, there has been very little empirical investigation of how managers perceive the wider objective and orientation of leadership, and within this, the extent to which calls for the adoption of critical role of relationship marketing approaches are being heeded. These issues are important not only for their impact on how buyer-seller relationship is presented externally as a dyad, but also for their reflection of how leader’s relationship within stages of marketing relationship perceive the discipline of marketing itself. The research reported here sought to provide insights into these important issues under the context of various businesses in Jordan.

The research is structured as follows. Section 2 provides a review of marketing relationship and business leadership literature is undertaken. Section 3 presents the research methodology. In Section 4, findings and discussions are provided, highlighting the conceptual framework for the role of marketing relationship in business leadership. The last section includes conclusions and clarifies contributions made by this study.

**Literature review**

Parker *et al.* (2006) defined a relationship marketing as a complex set of factors (e.g. trust and commitment), which are used as an antecedent and or performance outcome. Buyer-seller Relationships are important in understanding a business link between two managers (leaders) within an organization (McLoughlin & Horan, 2002; Butler 1999; Hsu et al., 2008; Almansour, 2012). Many studies often concentrates on many factors to explain business relationships, such as trust, commitment, cooperation, collaboration, communication, information sharing, relationship quality, technology, and satisfaction (Wilson, 1995; Eiriz & Wilson, 2006; Dash et al., 2007).

Previous studies have emphasized a number of similar dimensions which have contributed to business leaders in increasing their working partnerships. Most of the studies’ authors (e.g. Piercy *et al.,* 1997; Bentona & Maloni, 2005; Hsu et al., 2008) use these dimensions to explore different concepts on the relationship perspective. They mainly provide definitions for underpinning a relationship as a link of benefits and processes for both individuals and business engaging in several exchanges, networks and horizontal and vertical integrations to improve business’ performance.

The concept of relationship refers to a link between firms sharing different benefits and dimensions such as trust and commitment (e.g., Wilson 1995; Perrien & Ricard, 1995; Bentona & Maloni 2005; Duffy, 2008). These dimensions are processes (e.g., Perrien & Ricard, 1995; Butler, 1999; Eiriz &Wilson, 2006) in the relationship, which work as conditions to create better achievements and sharing of information for the firms. A business relationship is considered as a key unit in the business complexity, which involves different processes for better business and performance. In the management of business leaders, a marketing relationship forms a long-term bond encouraging mutual visions, mutual planning, and sharing of information (e.g., Wilson 1995; Bentona & Maloni 2005; Eiriz &Wilson, 2006). These processes have drawn attention to the fact that relationships connect business leaders throughout relationship management and information sharing binds them to drive their effective relationships for better financial and non- financial performance (Perrien & Ricard, 1995; Hsu et al. 2008). In a governance mechanism, Harland (1996) and Wang et al. (2008) argue that contracts and trust are dimensions of creative approaches in relationships that enhance investment and performance. Sanzo et al. (2003) and Jaana and Terje (2006) note that a network is seen as a set of business relationships. This is when individual relationships move towards a wider network forming new structures and relationships that do not exist in isolation in businesses.

Researchers have argued that the buyer-seller relationship is a prerequisite for success alongside well-managed processes in creation of business leadership (e.g. Wilson, 1995; Hughes, 1999; Eiriz &Wilson, 2006; Dash et al., 2007). This emphasis upgrades business relationships from a personal short-term level to a strategic long-term level and that should be understood as a business revelation where the key unit of analysis for a leadership concept is a business relationship. Indeed, many studies have been investigated in order to explain the buyer-seller relationship. It has been our mission as researchers to highlight the concept of leadership and its link with the various dimensions of business relationships. Table 1 includes classifications from previous studies for the most important factors “dimensions” of the relationship including the focus of this research which is the dimension of business leadership. According to Shaw and Gibbs (1995) and Wong and Sohal (2006), the business relationship can create different benefits to both the buyers and the sellers in businesses, including dimensions such as communication, information and timely decision-making for leader in their strategies. However, the previous research has not covered all issues related to relationships, and business leadership has not been explored in a full picture. Business leadership is considered a critical factor and we should provide more exploration to understand leadership in providing better business performance.

**Table 1.** **Relationship Marketing: the Dimension of Leadership**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Research** | **Dimensions of Relationship Marketing** | | | | | | | | | | | | | |
| Trust | Commitment | Communication | Cooperation | Product  Quality | Information Quality | Skills & Training | Technology  Support | Personal Relationship | Social Network | Business  Network | Policy Making | Leadership |
| **Wilson (1995)** | \* | \* | \* | \* | \* |  | \* | \* | \* | \* |  | \* |  |
| **Butler (1999)** | \* | \* | \* |  | \* | \* |  |  | \* | \* | \* |  |  |
| **Lee & Wong (2001)** | \* | \* |  | \* | \* |  | \* | \* | \* |  | \* | \* |  |
| **Kwon & Su (2004)** | \* | \* | \* | \* | \* |  | \* | \* | \* |  |  |  |  |
| **Wong & Sohal (2006)** | \* | \* | \* |  | \* | \* |  |  | \* | \* |  | \* |  |
| **Faria-Fernandes et al. (2009)** |  |  |  |  | \* | \* |  | \* |  |  |  |  |  |
| **Dash et al. (2007)** | \* | \* | \* | \* | \* |  | \* |  | \* |  |  | \* |  |
| **Cheng et al. (2008)** |  | \* | \* |  |  | \* | \* | \* |  | \* | \* |  |  |
| **Zuniga-Arias et al. (2009)** | \* |  | \* | \* | \* |  |  |  | \* |  |  |  | \* |
| **Carmignani (2009)** | \* | \* | \* | \* | \* | \* |  |  |  |  |  |  | \* |
| **Baird et al. (2011)** |  |  |  |  | \* | \* |  |  | \* |  | \* | \* |  |
| **Talib et al. (2011)** | \* | \* |  | \* | \* |  | \* |  | \* |  |  |  | \* |
| **Holschbach and Hofmann (2011)** | \* |  |  | \* | \* | \* |  |  |  | \* |  |  |  |
| **Golji (2011)** | \* |  | \* |  | \* | \* | \* |  | \* |  | \* |  | \* |

In relationship marketing, there is a complementary need of theoretical development for the relationship’s dimensions. It is our note that there is an overlapping among these dimensions in studying relationship marketing and most of the prior research has lunched the same key dimensions such as trust, commitment, communication, product quality, information quality, and personal relationship. Few researches has explored important factors such as the dimension of leadership in business and also this research has failed to empirically examine leadership in detail amongst the stages of relationship marketing. In fact, the above discussion on relationship marketing sheds the lens on a key research question that is our focus in the present research. This question is “How do key dimensions of marketing relationship influence leadership in a business”. Table 2 provides definitions for the dimensions of relationship marketing.

**Table 2. Definitions: Dimensions of Relationship Marketing**

|  |  |  |
| --- | --- | --- |
| Dimension | Definition | Supporting Research |
| Trust  Commitment  Communication  Cooperation  Product Quality  Information Quality  Training and Skills  Technology Support  Personal Relationship  Social Network  Business Network  Policy Making  Leadership | - A set of positive feelings and thinking from two sides in a business.  -A willingness of the business members to put effort and resources into their trusting business.  -A means of information exchange between business partners using social and technical ways.  -A set of coordination that leads for joint planning and problem solving for better collaboration in the future in a business.  -Identifications of the product exchanged in a business, including standards, safety issues, and micro-macro issues.  -Identification of the information shared in a business, including information content, sources, exchange methods, and value.  - A set of know-how in a business to support managers in doing their functions and achieving their goals.  A tool of support systems in a business using technology or software to communicate and share information for better decisions  -A relation between people, seen as a prerequisite for most information exchanges.  -An interaction with others through events and social activities in a business  -An interaction with others through formal and informal business activities.  -A group of regulations formulated to provide guidelines in a business.  -The ability of a member to direct the business for better performance. | Wilson, 1995  Dash et al., 2007  Butler,1999  Holschbach and Hofmann (2011)  Faria-Fernandes et al., 2009  Chopra and Meindl, 2001  Mavondo and Rodrigo, 2001  Wilson, 1995  Poppo and Zenger, 2002  Ritter, 1999  Anderson et al., 1994  Baird et al, 2011  Almansour , 2012 |

These dimensions of relationship marketing are higher-order factors such as trust, commitment, cooperation, communication, product quality, and personal relationship. Some of studies have studies leadership, and we argue that without leadership as the basis for business relationship, marketing would be a hard mission in order to manage quality performance. For underpinning understanding, this research focuses on the stages of relationship marketing in order to present the effect level of each dimension at each stage in the relationship. Borys and Jemison (1989) and Ritter (1999) explained that organizational arrangements can use resources and/or governance structures from more than one existing organization in order to link a range of organizational forms making it difficult to define and analyze hybrids precisely.

According to Wilson (1995) and Powers and Reaganthe (2007), the framework of relationship includes the following stages: (A) selection of the business partner, (B) defining the relationship purpose (C) setting the boundaries of the relationship, (D) value creation, (E) relationship maintenance. We follow this five stage model. The stage of partner selection is a way to search partners and provide awareness for the business or a feasible exchange partner. In many instances, buyers and sellers need to highlight the purpose of their business link; in addition, they need to identify issues and agreements as powerful and compelling. The whole idea from creating and keeping their relationship is in having fair value for both partners along with a maintenance strategy for their relationship on the long-term business.

Understanding and maintaining relationships enables business players to be more aware of the effects of leadership, which gives rise to better performance with fair added value for various partners. Overall, the relationship dimensions and the stages have been highlighted. Some of the dimensions that will be mentioned later in a new conceptual framework have been shown in the literature. There has been a lack of detailed studied on the concept of leadership, which narrows the understanding of the relationship marketing advantages for business’ partners. The present research will therefore attempt to combine the high-order dimensions in a novel framework.

**Research Methodology**

An exploratory research is applied as our philosophy. Five cases are selected from various business sectors, using a case study strategy in order to examine potential similarities and differences amongst the cases. It is our novel way to explore the application of the stages of relationship marketing for the identified dimensions. A triangulation method is adopted as a corroboratory mode to ensure results are more convincing and involved multiple sources of data collection and analysis to prevent subjective bias (Miles and Huberman; 1994). This research has focused on different business partners to highlight more results from the wide interactions amongst relationships and their networks in business.

The researchers used semi-structured interviews and focus group techniques, and these were conducted with the five firms focusing on dyadic relationships in Amman in 2014. Observations were also made by attending meetings with different level managers. Secondary data technique was applied in this research, using reports, company websites, historical data and previous agreements. The chosen organizations represented various sectors in businesses of: Case 1/telecommunication, Cases 2/university, Case 3/cement factory, Case 4/logistics and Case 5/construction (Table 3). The organizations reflected involving in many business relationships and contribute in leading their sectors. The researchers followed their wide experiences to adopt a self-selection technique in order to identify non-probability sampling. A sample size of organizations were chosen to have high response rates, and replication logic was also used to validate and cross-check the information and explore themes within the industry (Miles and Huberman,1994; Perry, 1998, ).

**Table 3. Classification of Cases**

|  |  |  |  |
| --- | --- | --- | --- |
| **Case** | **Interviewee** | **Staff** | **Customers** |
| **Case1/Telecommunication** | 2 top managers, middle manager, and first-line manager | 1000 | 4000000 |
| **Cases 2/University** | 2 academic managers (faculty dean), 2 academic managers (department chair) | 2000 | 45000 |
| **Case 3/Cement factory** | 2 top managers, middle manager, and first-line manager | 850 | - |
| **Case 4/Logistics** | Owner, top manager, middle managers, and first-line manager | 100 | 1000 |
| **Case 5/Construction** | Owner, top manager, middle managers, and first-line manager | 50 | 200 |

Interviews were the primary data collection method using open-ended questions in this research (Yin, 2007). Four partners of owners, top Managers, middle managers, and first-line managers were reached to conduct the interviews for each case. The interviews consisted of information related to the interviewee description, the organizations, the various dimensions of relationships and the leadership concept. The approach of focus group was also used with a group of managers for each case. This research followed an iterative procedure of moving backward and forward in time in order to know further the situation of business relationships and especially the leadership analysis. All interviews and focus group discussion were tape-recorded in order to better categorize and analysis data. The method of thematic analysis was mainly used to analysis the collected data and texts via a conceptual network for the main themes and sub-themes (Attride-Stirling, 2001). For the focus group, summarizing and categorizing key dimensions of associations were also followed (Saunders et al., 2007).

The first step of analysis was that the interview transcripts and the focus group feedbacks and other sources were analyzed using coding for data reduction and data displays for each case study. Coding followed an initial list of codes and was developed based on the categories that emerged as relevant from the literature review. The selected themes in each case were ended up into themes that are specific to be non-repetitive and a manageable set of significant themes in order to facilitate the final display for findings. The researchers asked one of the managers at each case to provide confirmations on the draft report of findings in order to ensure content validity and research reliability. The second step of analysis involved the techniques of cross-case comparisons in order to provide first-order concepts, consolidating categories into second-order themes, identifying aggregate theme underlying theoretical categories and highlighting how these might relate to each other. Following this technique, one researcher identified similar themes and interactions across case studies and drew on extant literature for refinement. The other researcher provided an outsider perspective to assess reliability for the highlighted interactions and themes (Figure 1). In a nutshell, the above method of analysis provided a sequence of steps for logical contributions in building a conceptual framework for the role of relationship marketing in business leadership.

First-order themes Second-order themes Aggregate theme

A set of positive feelings and thinking in a business.

Trust

A willingness of the business members to put effort and resources in a business

Commitment

A means of information exchange in a business.

Communication

A set of coordination in a business.

Cooperation

Identifications of the product exchanged in a business.

Product Quality

Identification of the information shared in a business

Information Quality

A set of know-how in a business

Training and Skills

A relation between people in a business.

A tool of support systems in a business.

Personal Relationship

Technology and Support

An interaction through events and social activities in a business.

Social

Network

An interaction formal and informal business activities

Business

Network

Policy Making

A group of regulations formulated to provide guidelines.

Ability of a member to direct the business for better performance.

Leadership

**Figure 1. A Structure of Cross-Case Comparisons**

**Findings and Discussion**

The findings of each case are discussed based on the key themes. Each case is explored and analyzed from the view of both sides to gain full-understanding of the dyadic relationships. These findings extend factor and internal validity and the research examined whether explorations and of the conceptual factors and their interrelationships were credible and reliable for each case including the business relationships and their stages.

The findings generate a pool of themes linked to central themes in building relationship marketing. Examining of dimensions of relationships across the five cases revealed three overarching patterns. (A) The findings provided dimensions of relationship marketing were in some cases more managerial-focused, while in other cases more interaction-focused. (B) Leadership dimension was found more used in most cases where it was more interaction-focused in few cases. (C) The research identified what factors are of the greatest importance in stages of relationship marketing.

The key dimensions such as trust, commitment, communication, cooperation, product quality, information quality, training and skills, technology and support, personal relationship, social network, business network, and leadership were identified across the five cases. In cases 1, 2, and 3 these dimensions appeared more managerial-focused, while in cases 4 and 5 they highlighted as more interaction-focused. In cases 1, 2, and 3, the dimensions were more managerial-focused where all managers highlighted the need to follow systematic approach in management and dealing with their staff and also customers in order to lead and keep their organization from any changeable actions or performance. The top manager in Case 1 said:

*“….leader behavior draws upon both owner’s beliefs and positive managerial capacities, to foster greater self-awareness and others management…… it is all about how you understand the strategies and owner’s needs and then apply them as orders for your staff……if you can do that so you are a leader and others follow you…….” (Case 1)*

Conceptualization of relationships was a high process of many dimensions, including leadership concept. This also joined the league of researchers that viewed leaders were not ethically neutral and this was their application for others approaches in their management and not their own creativity. The academic manager in Case 2 explained:

*“….it is my feeling that any theory of leadership development, but particularly one focused on managerial aspects, will be incomplete and misguided if it does not contribute to better awareness and attention to the inherent ethical responsibilities that reside in the leadership role of the manager….” (Case 2)*

The idea of using dimensions of relationship was to make better performance, and one of these dimensions should be leadership existing to achieve high level of authenticity through values and management-awareness to encourage other to do their missions and activities and at the same time acting in congruence with those values and beliefs while relating in a transparent and authentic way with cohorts. The middle manager in Case 3 explained:

*“….it is our mission as management to focus on our relationship including cooperation, communication and personal relationship….but before you are a leader, and success is all about growing your managerial style. When you become a leader, success is all about growing others under your organization rules…” (Case 3)*

Leadership is required to solve many situations and also when there is difference in the required performance. It is the role of the leader to communicate and commitment, to provide social and business networks, and to interact with policy makers. It is the leader mission to fix the relationships and bring success to the business. The owner in Case 4 highlighted:

*“... We just have to get them into the relationship practices if we want to be first in market. I am sure that we need to focus on management style in leading but more on self-creativity with holistic interaction with others to let them follow…..” (Case 4)*

The dimensions of relationship marketing were more interaction-focused, managers described the need to have these dimensions to foster and lead long-term planning and control over staff and customers in terms of whole decisions. The owner in case 5 argued:

*All dimensions are important and keys….but my definition of leadership is the capacity and the will to rally both staff and customers to a common purpose and joint benefits and the character which inspires confidence and self-interaction…….” (Case 5)*

As a result, our analysis revealed that most cases focused on dimensions of relationship marketing and more on leadership as a core dimension. Managers in these relationships seemed interested in how leadership is fostering both managers and business performance. Importantly, most cases focused more on managerial directions on creating leaders, and focused much less emphasis on interaction directions on creating leaders. Interestingly, all cases shared and agreed on the importance of leadership in providing better company (leaders and staff) - customer relationships and then better financial and non-financial performance. All cases highlighted the fact that having a successful business relationship need to follow specific stages: partner selection, relationship identifying (purpose), relationship developing (boundaries), value creation, and relationship maintenance. The cases-cross comparisons are illustrated in Table 4.

**Table 4. Cases-Cross Comparisons–Dimensions of Relationship Marketing**

|  |  |  |
| --- | --- | --- |
| **Case** | ***Dimensions of Relationship Marketing*** | |
| ***Managerial-Focused*** | ***Interaction-Focused*** |
| **Case 1** | *“…. I think when our business relationship was created it included many factors such as cooperation, technology sharing, policy and many….but also how to leadership is part of our management strategy...” (Top manager)*  *“leadership is an important concept in our management philosophy ... to be brought about by sharing the right steps with our top managers before taking actions” (Middle line manager)* | *“… it is more creativity to interact with other based on your own concept about leading others and situations… it is better to use many factors in relationships such as personal relationship, social networks, trust and other to create partners and customer loyalty……. (First line manager)* |
| **Case 2** | *“Staff needs a leader, but we offer them that based on agreed steps and way of leadership with the coming leader ..it is totally managerial step……..”*  *(Faculty Dean 1 )*  *“…….I have learned that some staff have changed their way of doing works because their belief this is required from the high manager levels and not from the direct manager “leader” ….(Dep. Chair 1)* | *“We have close relationships with our facult staff, which leads to good trust and commitment… it is our interaction and personal contact to bond with them .. it is the way they can believe in us and follow our message….” (Dep. Chair 2)* |
| **Case 3** | *“I do all these dimensions at our factory because our top management tells us that… it is systematic style of management… we lead based on orders, and business network and cooperation created by this type of management and relationships…… “ (Top manager)*  *“….customers and partners prefer to follow fixed system and because that we create leaders of fixed system to keep the same level of customers.. it is our belief that leadership is made and not born……”(Middle line manager)* | *“………we need to tell our staff and employees and also regular customers that we have special interaction with everyone based on everyone needs and way of thinking… it is our believe that this community of manger-staff-customer relationships is unique and require high flexibility” (First line manager)* |
| **Case 4** | *“ I say that the wrong relationship which follows leadership myth of that leaders are born-that there is a genetic factor to leadership. I say there is nonsense; in fact, the opposite is true. We provide and tell what is the mangers should be like …… (Top manager)*  *Customers need a well-managed relationship …which means well-managed dimensions ….such as leadership dimension… it is all about management style in advance ……” (First line manager)* | *“it is truly that authentic leadership is not about making speeches or being liked; leadership is all about results and final fair performance and not attributes in position…. (Middle line manager)* |
| **Case 5** | *“……it is really important to understand the stages of any relationship at our company…how to select your staff and also your customer and end users, it is all about how to lead things to work for make a success story…. Leadership is a great concept that we need to make and manage…. “ (Owner)*  *“it is strongly understood that we need to select right partners then develop our relationship with them then maintain this link together… this needs good communication, cooperation, networking and also decision makers for better leadership in the market…..”(Middle line manager)* | *“…….we have no choice: leadership is not simply the quantity or quality of individual leaders that determines organizational success, but the ability of formal and informal leaders to pull together in the support of organizational goals that ultimately makes the difference and real interaction”. (Top manager)* |

In relationship marketing, leadership starts with individuals in leadership positions, but this does not stop there in organizations. This is because those organizations are not able to link their objectives just with a single great leader, or even upon the organization’s chain of command. Leadership is reflection for both the leaders themselves and the relationships among them and with their staff and also with their customers. This should be at various stages and times from the stage of identifying actors (e.g. staff at the organization, partners with the organization, and customers of the organization) to the stage of maintaining the business interactions and also continuation in organization-customer relationship. Therefore the research highlighted the fact that we need to identify the links of leadership concept and other dimensions at each stage of relationship marketing. Figure 3 shows the links of leadership at stages of a relationship.

The stages of relationships are five stages which should have interactions and management amongst the partners in the relationships “dyads”. The findings identified the effects of 14 dimensions (including leadership) through which one is the greatest important factor in each stage. The findings revealed that the three dimensions: leadership, personal relationship, and communication are greatest important factors in all stages. More importantly, that personal relationship and communication are both part of the leadership process. One dimension namely trust is the greatest factor in the first two stages of relationship marketing (partner selection and relationship identifying). Seven dimensions: cooperation, product quality, information quality, technology and Support, social networks, and policy making are the greatest factors in the last three stages (relationship developing, value creation, and relationship maintenance). Three dimensions namely commitment, training and skills, and business network are the greatest factors in the last two stages (value creation and relationship maintenance).

In many instances, organizations and leaders need to pay more attention on the purpose of their business link by identifying partners including managerial issues and interactional agreements as powerful tool. The leaders need to think about keeping their relationship by creating value for partners (between leaders and their staff and between the organization and its customers) along with a maintenance strategy for long-term relationships in a business.

Trust

Commitment

Communication

Cooperation

Product Quality

Information Quality

Training and Skills

Technology and Support

Personal Relationship

Social

Network

Business

Network

Policy Making

Leadership

Greatest Importance

Lowest Importance

**Figure 2. Stages of Relationship Marketing**

**Concluding Remarks**

The current research has identified the 14 dimensions as the greatest importance to relationship marketing in creating leadership and also identified which one of the 13 dimensions is of the greatest importance in each stage of relationship marketing. The research has resulted in the main proposition that leadership is a core in the whole process of business relationship and this concept has direct and indirect effects from the various dimensions of relationship marketing. The authors have integrated the various theoretical links to propose a framework of relationship marketing and leadership creation. This integrated framework focused on managerial focused; following top management and step by step strategies, and interaction focused; following core self-awareness and self-regulation components of authentic leadership. Figure 3 shows the novel framework.

**Figure 3. A Novel Framework of Leadership in Relationship Marketing**

Important empirical evidence for managers have been provided as that most of the relationship factors identified in the literature do vary in importance in the five stages of relationship marketing. Leaders and relationship partners should focus more on those factors that are greatest important during the stages. This is an important implication of the research as managers may place too much importance on certain things with the wrong partner at the wrong time. The fresh findings can be used as a basis for additional research. This research was based on data from managers evaluating both side of a dyad. Future investigation is suggested to reverse this process by examining both side of a dyad or a partner’s chain. The informants explained the stages of relationship marketing based on a definition of that stage. Future research could use multiple item scales or quantitative scale to further explore and verify the stages suggested in the literature. A final research direction could investigate the concept of leadership in relation to types of business performance

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