

**An Examination of Supply Chain Relationships in Jordanian  
Manufacturing Context: A Cultural Perspective**

**A THESIS SUBMITTED TO  
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## Abstract

This research examines Arab Middle Eastern cultural values and their resulting ramifications for long-term buyer-supplier relationships. A review of the extant literature indicates that there is insufficient research on the impacts of cultural values on buyer-supplier relationships in non-Western organisational contexts. Despite the improving Middle Eastern economy and the region's recent impact on the global economy by attracting multi-national enterprises (MNEs) across different sectors, it is clear that the region has not received the attention it deserves, and little is known about managing business in this part of the world. Therefore, there is a need for more research into supply chain relationships, with a focus on the role of Arab Middle Eastern cultural values on building buyer-supplier relationships.

This research adopts a quantitative survey methodology of two samples including 350 buyers and 302 suppliers in the Jordanian manufacturing firms. Six variables show in the Middle Eastern culture included in the research (Ta'arof, Wasta, Wa'ad, 'Hifz ma'a wajh', 'Qada and Qadar', and Shura). Results from the multiple regressions show that the impact of Arab Middle Eastern cultural values on long-term relationships (LTRs) ranges between mixed and full support of hypotheses. For example, while the results offer limited support for the relationship between ta'arof (*to know someone*; تعارف) and LTRs from the buyer's perspective, the results offer no support for the relationship from the supplier's perspective. *Wasta* (*networking*; الواسطة) has a limited impact on LTRs from the buyer's perspective but was fully supported from the supplier's perspective. The results offer limited support for the relationship between *wa'ad* (*promise*; الوعد) and LTRs from both the buyer's and the supplier's perspectives. *Qada and qadar* (*fatalism*; القضاء و القدر) has a limited impact on LTRs from the buyer's perspective whereas it was fully supported from the supplier's perspective. *Hifz ma'a wajh* (*face saving*; حفظ ماء الوجه), and *shura* (*consultative*; الشورى) are both essential in shaping LTRs from both parties' perspectives. Also, the role of theqa in moderating the relationship between cultural values ranged from no support for the following variables (ta'arof, wasta, waad, qada and qadar) in the buyer's sample and (taarof, wa'ad, hifz ma'a wajh) in the supplier's sample, to full support (hifz ma'a wajh, shura) in the buyer's sample and (wasta, qada and qadar, and shura) in the supplier's sample.

This study makes significant theoretical contributions to Supply Chain Relationships (SCRs) by moving from a primarily Western-dominated research context to the more unique context of the Middle East. This context is particularly important because of the emerging economy of the Middle East. The latter has given this region a vital role to play in global production, where it is also becoming a home base for many MNEs. Moreover, this research moves beyond Hofstede's model to more specific Middle Eastern cultural values. At a practical level, the research contributes to a better understanding of the peculiarities of the Arab Middle East's cultural values and their implications for regional and multinational firms operating in the Middle East. For local managers, the research findings highlight the role of culture including personal relationships in building effective relationships with their buyers and suppliers in the region and contribute to the further improvement of the Jordanian market. For global businesses, the research highlights some of the Middle Eastern values of which the international managers need to be aware in order to have a fruitful relationship with a local partner that benefits both parties. In addition, it would motivate global leaders to enhance their knowledge of the role of Middle Eastern values in the region in order to expand their businesses with more cultural training via a series of workshops that would also improve Jordan's business environment.

The insights offered in this research suggest that academics, managers and policy-makers need to acknowledge and understand the importance of cultural values in business relationships. The research used Arab Middle Eastern cultural values in one country as a target population. It is highly recommended to duplicate this study in other countries in the region to verify the findings. Also, it is recommended to enrich the findings with qualitative data for a better understanding of the phenomena.

**Keywords:** National Culture; Buyer-Supplier Relationship; Theqa; Manufacturing Sector; Survey; Middle East; Jordan.

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## Glossary of Terms

- **Adab** is one of the *Ta'arof* components that means politeness.
- **Arm's length relationship** is a transactional relationship in which the buyer and supplier act independently in a deal, and are interested only in their self interests..
- **Culture**, described as 'software of the mind', includes a set of norms, values, attitudes, and behaviours.
- **Ehteram** is one of the *Ta'arof* components that means respect.
- **Global Leadership and Organisational Behaviour Effectiveness (GLOBE)** is a multi-phase project examining the inter-relationship between societal culture, organisational culture and organisational leadership. It includes nine dimensions, namely: power distance, individualism/collectivism, collectivism I, collectivism II, human orientation, uncertainty avoidance, gender egalitarianism, assertiveness, future orientation, and performance orientation.
- **Hayaa** is the embarrassment of saying or doing something for fear of it being misinterpreted.
- **Hifz ma'a wajh** is equivalent to 'face' in the Chinese context. The present study will use the term '*wajh*' as an abbreviation. *Wajh* is a social behaviour that means the self-image and/or status that one wants others to see and respect.
- **Long-Term Relationship (LTR)** is an on-going relationship composed of several constructs, including relationship continuity, commitment, and long-term orientation (LTO).
- **Mehmaan-navaazi** or **mehmaan-dusti** is a Persian concept that means hospitality.
- **Partnership** is an on-going relationship between two organisations, at least in order to achieve a competitive advantage, resulting in greater business performance than would be achieved individually.

- **Qada and Qadar** represent an Islamic value. They deal with uncertain situations, events and actions in human life, in particular in a Muslim's life.
- **Rudarbaayesti** is the Persian concept for one of the *Ta'arof* components that means being diffident or ceremonious the Arabic word for it is *Hayaa*.
- **Shaxiat** is the social standing of individuals.
- **Shura** is an Islamic leadership approach that means consultation in discussions, leading to making decisions.
- **Supply Chain Management (SCM)** is a series of organizations that move the raw materials from point of source to the end users through a series of functions and mutual trust between them, in order to release a long-term relationship.
- **Ta'arof** is a social behaviour used to communicate with exchange partners in order to know them well enough to understand their values, behaviour and way of conducting business, and to build a level of trust between them, in order to facilitate the building of long-term relationships between exchange parties.
- **Tavaazo** is a Persian concept that means humility or modesty, which is a religious concept and has its root in the Islamic religion.
- **Tawaakol** is a negative attitude, where the individual believes that everything related to our life, from birth to death, is already pre-determined, and thus there is no need to work hard to get things to happen.
- **Theqa** is equivalent to 'trust' in the Western context. Theqa is the process of continuation of interaction, where the confidence of one party, and willingness to rely on another exchange party partner can be used to guide further actions.
- **Twakol** means doing one's best and leaving the rest in God's hands.
- **Wa'ad** means one's 'word' and it is equivalent to a promise in the Western context.
- **Wasta** is a social behaviour based on who one knows, or their networks. The wasta person or the waseet (the middle man) is usually a person with a high status in society.

## **Chapter 1: Introduction**

This chapter presents an overview of the current thesis. It highlights the rationale and motivation for conducting the research as well as its importance, and the choice of the research context. It provides the key research questions, aims, design, outputs and limitations. The chapter also defines the key terms and provides an overview of the remainder of the research project.

### **1.1 Rationale, motivation, and context**

In today's globalised market economy and rapidly changing competitive environment (Wiengarten et al. 2011), the rules of competition are changing; competition is now much more focused on supply chains in terms of enhancing the competitive position, profitability and customer satisfaction with companies, rather than companies focusing inwards on their performance (Cox 1999; Filho et al. 2003).

With reference to the objectives above (i.e., profitability, customer satisfaction, competitive advantage), companies find themselves under pressure to improve their cross-functions (e.g., finance, marketing and operations) and organisational interactions with other companies by improving their relationships to meet customers' expectations successfully and to improve their company's competitive advantage in a changing market (Ballou et al. 2000; Mentzer et al. 2011). In recent years, these relationships have been studied as non-equity partnerships, providing an indication that organisations cannot work in an isolated environment, due to changes in the rules of competition that focus on supply chains, rather than individual companies (Cox 1999; Zanquetto-Filho et al. 2003). The buyer and supplier have found that they can reduce the cost in business relationships as well as improve quality, decrease the lead time (Chopra and Meindl, 2010) and meet or exceed the customer's needs and expectations to win a loyal customer, which in turn influences return on their financial performance in the competitive market (Power, 2005) which influence at the end of their competitive advantage level.

Reduced uncertainty, improved material flow, lower costs due to balanced operations, lower stocks, less expedition, removal of duplicated activities, elimination of activities that waste time or do not add value. Better customer service

with shorter lead times, faster deliveries, and customisation. More flexibility to react faster to changing conditions (Waters, 2009).

As the economy evolves, competition becomes more global and presents new opportunities and challenges. With on-going globalisation trends in the marketplace, companies have started working overseas and establishing relationships with foreign countries (House et al. 2001). The Middle East is becoming the home base for many multinational corporations (MNCs) (Mellahi et al., 2011), which enjoy a higher level of profitability than that of those that do not operate in the Middle East, and derive a higher level of sales than MNCs without operations in the Middle East (Fiegenbaum et al., 1997; Mellahi et al., 2011). MNCs have succeeded in establishing themselves as the dominant players in the region and control a significant market share in almost all Middle Eastern countries in different sectors, such as hospitality, retail, the fast food industry and oil (Mellahi et al., 2011). Currently there is no single brand name that is well known either globally or within the region. The Middle Eastern companies need to improve and diversify their exports and improve the technological infrastructure, and that could be achieved by learning and collaborating with other players in the region. Local companies could also benefit from the MNCs and act as an active member of these multinationals' supply chain or partner, learning about both innovative management and marketing management. MNCs enter a new technology in the market, which can help the local companies to move from being imitators to become innovators, shaping the managerial thinking and practice, and in turn, catch up quickly with international standards. In order to catch up with the international standards, that should be achieved rapidly by connecting to the global innovation networks and upgrading their skills and technology with their young people. The flow of capital, people and ideas is important for building relationships that connect the region to global production and create new jobs, improve quality of life, and aid the transfer of technologies and marketing skills to improve the economy of the region (Zahra, 2011).

One of the fundamental decisions that MNCs make when entering the region is the selection of local partners and an appropriate mode of entry. In most of the Middle Eastern countries the entry modes are franchising and joint ventures. Entering via wholly-owned subsidiaries is very limited because of the need for local partners (Mellahi et al., 2011). Hence, the need to build a business relationship is important



for both parties: the multinational company to enter the market and increase their profits, reduce their costs, meet their customers' expectation, etc., and the Middle Eastern party that could learn from the MNCs how to improve their products, technologies and managerial skills in order to face global competition.

However, this partnership introduces different cultural values, attitudes and practices, and presents further major challenges of which the international managers need to be aware regarding the local market, and managerial practices and values. In addition, this partnership presents challenges to the local managers in understanding and communicating with international managers in order to adapt their values and policies in the local context. Furthermore, this type of relationship opens the door to more opportunities for academia by offering new opportunities for cross-cultural studies to learn about and understand the cultural differences in order to facilitate the business flow between exchange parties.

While there is already an established knowledge within economic studies that examine trade development in the Middle East, this is not the case in international management. The literature that addresses international and cross-cultural dynamics concentrates on the Western setting. The Middle East is generating increased attention in the international management literature in terms of leadership and human resource management. Yet the empirical research concerning the managerial values in the Middle East is limited; much of the existing research is theoretical and based on the interpretation. In addition, there is a dearth of empirical research upon which to build a theoretical foundation (Metcalf, 2006; Ralston et al., 2012); this thesis attempts to contribute by investigating the impact of culture on LTRs.

The different cultural frameworks and theories are somehow still undeveloped in terms of management (Weir 2001). This is due to the neglect of the Middle East context as a focus of research by most of the writers. Weir (2001) presents the Arab world in the Middle East as a fourth paradigm of management, as the managers handle their roles in a particular manner, where the traditional culture, being the repository of ideal values and principles, can serve as a source of business and work.

Hofstede's (1980) studies are widely used to pose arguments about cultural differences in management behaviour (Fang 2003; Chiang 2005; Liao et al. 2010). Cultures in which context is strong are those in which relationships are perceived as

an important vehicle for conducting business. Middle Eastern countries rank strongly in their emphasis on the importance of strong kinship and interpersonal networks (Weir 2001). In the Middle East, all business is based on relationships, where everything is directed towards the long-term accumulation of position, prestige, standing, relationships and respect. In addition, the Arab organisations' model for human resources is based on the family, and kin and roles in wider social networks may take precedence over organisational roles and performances (Weir 2001).

The literature on management has identified the role of national culture in different disciplines, such as human resource management, marketing, information systems and accounting, with less attention to operations management and supply-chain management.

In the light of the above-mentioned discussion and the need for further cultural studies in different fields, in particular supply-chain management and supply-chain relationships (SCRs), two main issues motivate this study. The first relates to the under-researched context of the Middle East. Despite growing academic and practitioner interests in SCRs, in particular the social elements of the relationships (e.g., trust, commitment, opportunistic behaviour), the literature reveals a limited understanding of business relationships from the national culture perspective. Such limitation requires more research in cross-cultural management in order to view the concept from a cultural perspective. Current cultural research seems to be dominated by Western and North American literature (e.g., Cannon et al. 2010). Only in recent years have additional studies been conducted in non-Western contexts, such as China and Hong Kong (e.g., Lee et al. 2001). However, in the context of the Middle East, no studies have been conducted that consider business relationships from a Middle Eastern cultural perspective and their impact on building buyer-supplier relationships (Soni and Kodali 2011). This study attempts to fill that gap, generate insights and develop a greater understanding of the impact of Middle Eastern cultural values on buyer-supplier relationships. Thus, this it makes a contribution to the advancement of the understanding of supply-chain relationships by diverting its emphasis from a primarily Western-dominated context to the unique context of the Middle East region. This allows us to explore and examine the peculiarities of Middle Eastern values and the implications for maintaining and/or building long term buyer-supplier relationships.

The second motivation is associated with the need to move beyond Hofstede's (1980) framework to bring new insights into the long-standing debate on supply-chain relationships and national culture. This is done by presenting Middle Eastern cultural values (e.g., ta'arof, wasta, wa'ad, hifz ma'a wajh, shura, qada and qadar), and linking them with theqa value (i.e., trust) in order to facilitate business relationships between buyers and suppliers in the Middle East.

Hence, the objective of the present dissertation is to provide insight into these issues by investigating the significance of cultural values for long-term buyer-supplier relationships in the manufacturing sector from both buyer and supplier perspectives. This study offers both theoretical and empirical contributions to scholars and policy-makers, as well as to manufacturing firms.

## **1.2 The Middle Eastern context**

The Middle East shows a level of diversity on three counts, namely geographical location, religious beliefs and economic situation (Soltani et al. 2011). The Middle East lies at the junction of Eurasia and Africa, the Mediterranean Sea and the Indian Ocean (Syed et al. 2010; Soltani et al. 2011). This region includes 16 countries, namely Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, the United Arab Emirates and Yemen. Islam is the largest religion in the region and the second largest religion in the world (Syed and Ali 2010), but other religions are practised in the region, such as Christianity and Judaism (Soltani et al. 2011). There are also the minor religions, like Zoroastrianism and the Druze, Yarsan, and Baha'i faiths. Arabic is the most widely-spoken language in the Middle East, followed by Persian, Turkish, Berber and Kurdish. Economically-speaking, the Middle East ranges from very poor economies, such as Yemen, to extremely wealthy economies, such as Qatar. Overall, according to the Central Intelligence Agency (CIA) World Fact Book 2007, all the Middle East nations are maintaining a positive rate of growth (Wikipedia 2013).

Although the Middle East is considered to be a major source of oil and gas, with a large share of the market and an even larger share of the reserves (Mintz 2008), the literature characterises it as outmoded and under-developed in terms of its political systems, financial markets, high trade restrictiveness and inappropriate exchange regime. Furthermore, the Middle East is seen as being dominated by the public

sector. Most Middle Eastern countries have good relations with Western countries, particularly the United States (US) (Soltani and Wilkinson 2011). Oil-rich countries in the Middle East serve as the main source of energy to the US, while the cash-flow from oil exports increases income in some parts of the region, which pays for most Western commercial products through multi-national enterprises (MNEs) established in the region, as well as military equipment. Most of the Arab oil-exporting states import at least half of the food they consume, and most arms sales are made in the Middle East (Soltani and Wilkinson 2011; Mellahi et al. 2011). As a result of this close relationship, Western economies and military assistance have played major roles in the development of the Middle Eastern states.

Notwithstanding the improving Middle Eastern economy and the region's recent impact on the global economy by attracting MNEs across different sectors (e.g., hospitality, fast food, oil), it is clear that the region has not received the attention it deserves, and little is known about managing business in this part of the world (Hutchings and Weir 2006; Soltani and Liao 2010; Soltani and Wilkinson 2011; Mellahi et al. 2011; Ralston et al., 2012). In addition, Soltani et al. (2011) and Liao (2011) have highlighted the importance of the Middle East region in the wider Asia-Pacific context and the need to move beyond the Hofstede model and the Westernised context to the different context of the Middle East region. However, management practices need to adapt to fit the different cultural perspective (Syed et al. 2013). In respect of managing business in this part of the world, it is imperative that one learns about Middle Eastern culture, as it offers a unique cross-cultural platform due to its location, which encompasses Western Asia and Northern Africa, and has much religious (Islam, Christianity, Zoroastrianism) and language (Arabic, Persian, Kurdish) diversity. The present research focuses on the Arab Middle East; while there is much heterogeneity and variance within the Arab Middle East, there are still common cultural values between them. The present research was conducted in Jordan, as it shares the same culture as most of the other Arab Middle Eastern countries, and is considered to be the business capital of the Levant.

### **1.3 The Jordanian context**

Jordan is a small country with an estimated population size 6579781 till May, 2014 (Department of Statistics, 2014), which occupies a strategic and important location at

the heart of the Middle East sharing similar cultural values with its neighbouring countries. Arabic is the official language of the country, with English as its second language, which most of its people speak fluently (Branine and Analoui 2006). Islam is the dominant religion in the country, with 92% of the population being Muslim, 6% Christian and 2% other religions (CIA 2013). Family is the foundation of society, with the sheik (the tribal head) playing a key role in marriage and conflicts between family members or between tribes (Cunningham and Sarayrah 1993). Jordan is known as a tribalistic country; taking care of family members, relatives and close friends is considered important, as it protects the honour of family relationships (Branine and Analoui 2006; Ali et al. 2013). Hospitality is a cornerstone of social life and even strangers are welcomed into Jordanian homes. As a country with limited natural resources and an economy that depends on foreign donations and tax revenue (Branine and Analoui 2006), Jordan built the foundation of its economy on a young and well-educated population. In 2006, the World Bank classified Jordan as a lower middle-income economy (Twaissi 2008; Ali et al. 2013). While its official unemployment rate was 12.2% in 2012 (Department of Statistics 2012), the unofficial rate is 30% (Syed et al. 2013).

#### **1.4 The Economy of Jordan**

Jordan's economy is among the smallest in the Middle East, with insufficient supplies of water, oil and other natural resources underlying the government's heavy reliance on foreign assistance (CIA 2013). Jordan's service sector contributes a large share of its Gross Domestic Product (GDP) (Branine and Analoui 2006) (64.6% in 2012 compared to 66.5% in 2009), and employs 77.4% of the workforce (Global Trade 2012). Information technology and communication is considered to be the fastest growing sector, expanding by 50% annually, and one of the top three services sectors in Jordan, followed by banks and financial services, due to the demand for 24-hour on-call service (Branine and Analoui 2006). However, the government launched a joint venture between the public and private sectors in order to support the outsourcing of the IT sector and attract investors when it announced the "Turn to Jordan ... Your Smart Destination" campaign in 2011 (Sourcing Line 2012). In 2012 the agricultural sector represented 4.5% of the GDP compared to 3.5% in 2009, with major agricultural products being wheat, barley, fruit and water melons. It employed 2% of the workforce in 2012. In 2012 the industrial sector accounted for 30.9% of

the GDP, compared with 29.9% in 2009 (Global Finance 2012; Index Mundi 2013). It employed 20% of the workforce (Economy Watch 2013).

Industry in Jordan is divided into two main types: mining and manufacturing (Ministry of Industry and Trade [MIT] 2013). The mining sector is dominated by potash, phosphate and fertilisers, which contribute up to 4% of GDP (Branine and Analoui 2006). The manufacturing sector is rather limited and is dominated by textiles; the export of the textile sector improved from \$3 million in 1997 to \$84 million in 2000 (Branine and Analoui 2006). This sector is currently in a state of crisis due to international competition. Beside the textile sector, the manufacturing sector is dominated by leather and footwear, chemicals, plastics, IT, furniture, food, packaging, and engineering industries (Global Trade 2013).

Manufacturing in Jordan has been in a growth stage over the last decade. As part of the industrial sector, it accounted for 16.2% of the GDP in 2004, and 20% by 2005 (Wikipedia 2013) reaching 30.1% in 2012 (CIA 2012). The average annual growth rate between 2004 and 2008 was 8%, and in 2012 it was 3% (CIA 2012). The reason for this improvement is the desire to establish an open economy, aimed at liberalising trade and attracting investment to the country. This strategy began with Jordan's entry into the World Trade Organisation (WTO) in 2000, and the US-Jordan Free Trade Agreement in 2001 (Branine and Analoui 2006; Ali et al. 2013; Syed et al. 2013), which made Jordan the first Arab country to make the US one of its most significant markets; this resulted in the establishment of 13 Qualified Industrial Zones (QIZs), which provide duty-free access to the US market. The value of exports from the QIZs was almost \$1.1 billion by 2004. Following this, free trade agreements were established with the European Union (EU) and Canada. As a result of the open economy, Jordan has more free trade agreements than any other Arab country (Economy Watch 2012). Despite its limited resources, the Jordanian economy has been transformed from a poor economy to a modern economy with all the institutions of a free market, and has been described as a successful reformer in the Middle East since 1996, compared with other countries in the region and in North Africa (Branine and Analoui 2006). The Jordanian economy has been transformed to become private-sector dominated instead of public-sector dominated. The privatisation strategy of the Jordanian government makes Jordan a pioneer in economic progress in the region (Syed et al. 2013). As a result of Jordan's open

economy and privatisation strategies, Jordanian companies have increased their contacts with suppliers from different regions in the world (e.g., the US, the UK and China) and in the same vein, Western companies are looking to enter new and stable markets in the Middle East, especially following the King of Jordan's vision to make Jordan a 'New Arab Singapore'. Jordan is emerging as the 'business capital of the Levant' and 'the next Beirut' (Source Line 2012). Also, Jordan has the most educated, and best trained, workforce in the region (Branine and Analoui 2006). Thus, Jordan is considered to be an important source for skilled workers in Arab countries (Said and El Rayyes 2009; Syed et al. 2013). For example, the largest numbers of expatriate Jordanians who work in Gulf countries are in the United Arab Emirates with 54,834 workers, followed by 50,928 in Saudi Arabia, and the smallest numbers are 3,500 and 3,060 workers in Oman and Libya respectively (Said and El Rayyes 2009).

Jordan provides an ideal research context for such research, related not only to access and the ease of conducting empirical research in comparison with other Arab countries (Cunningham and Sarayrah 1993; Lowe et al. 2008), but also to the fact that Jordan shares almost the same culture as its neighbouring countries. The average age of Jordan's population is less than 30 years old, which makes Jordan the youngest country in the Middle East (Soltani, 2010; Soltani and Liao 2010). Jordan's economic model is well-poised to adapt to an open economy, as it is currently the most dynamic country in the Middle East. This is reflected in the fact that Jordan was ranked as the ninth most globalised country in the world according to the A.T. Kearney Globalization Index (Jordan Expert 2013) in 2007 and the most globalised country in the Middle East and North Africa (Abu Tahun 2012) in 2010. Also, due to the trade agreements between Jordan and Western countries, Jordan has become a host for many MNEs, which increases the need for mutual cultural understanding (Syed et al. 2013).

In spite of the progress that has been made in the manufacturing sector in recent years, Jordan has faced a number of challenges with regards to global competition and maintaining its progress within the global economy. As Jordan has limited resources, its still-modest market depends on importing raw materials. Its classification as a low-middle-income country by the World Bank is due to the fact

that almost 98.7% of its enterprises are small- and medium-sized (MIT 2013), with low purchasing power for equipment and machinery.

The Jordanian economy, in particular the manufacturing sector, faces a number of challenges. Firstly, shortages of water and energy in Jordan, in general, limit the improvement of the manufacturing sector. Thus, Jordan depends on foreign aid from Gulf countries to cover its limited energy supplies. Secondly, the open economy strategy presents a new challenge for Jordanian companies (i.e., buyers) to understand that cultural differences can be one of the factors that limit their chances of improving their businesses with suppliers from other countries; therefore, this research focuses on the manufacturing sector in order to help managers to improve the manufacturing sector in Jordan by encouraging Jordanian managers to understand the role of national culture in buyer-supplier relationships, as well as to improve Western understanding of Middle Eastern cultural values and customs when conducting business in this region of the world.

### **1.5 Research question**

The present study examines the relationship between Middle Eastern cultural values and buyer-supplier relationships. More specifically, the following research question guides this study: Do Middle Eastern cultural values and theqa influence long-term buyer-supplier relationships in the Jordanian manufacturing sector? As shown in Table 1.1, the key research question can be broken down into seven sub-questions.

### **1.6 Research aim and objectives**

The overall aim of the present research is to investigate the relationship between Middle Eastern cultural values and buyer-supplier relationships, and the moderate effect of theqa between these cultural values and buyer-supplier relationships in the Jordanian manufacturing sector. As we see in Table 1.1, this aim can be broken down into specific research objectives, addressed by each research question.



**Table 0.1. Research questions and objectives**

<b>Research questions</b>	<b>Research objectives</b>
1.5.1 How does theqa (الثقة) moderate the influence of Middle Eastern cultural values on building long-term buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.1 To investigate the influence of culture and theqa on the development of long-term buyer-supplier relationships for the manufacturing sector in Jordan.
1.5.2 Does ta'arof (التعارف) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.2 To explore and examine the relationship between ta'arof and buyer-supplier relationships in the Jordanian manufacturing sector.
1.5.3 Does wasta (الواسطة) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.3 To explore and examine the relationship between wasta and buyer-supplier relationships in the Jordanian manufacturing sector.
1.5.4 Does wa'ad (الوعد) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.4 To explore and examine the relationship between wa'ad and buyer-supplier relationships in the Jordanian manufacturing sector.
1.5.5 Does hifz ma'a wajh (حفظ ماء الوجه) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.5 To explore and examine the relationship between hifz ma'a wajh and buyer-supplier relationships in the Jordanian manufacturing sector.
1.5.6 Do qada and qadar (القضاء و القدر) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.6 To explore and examine the relationship between qada/qadar and buyer-supplier relationships in the Jordanian manufacturing sector.
1.5.7 Does shura (الشورى) influence buyer-supplier relationships in the Jordanian manufacturing sector?	1.6.7 To explore and examine the relationship between shura and buyer-supplier relationships in the Jordanian manufacturing sector.

## 1.7 Definition of key terms

The key terms of this study are defined as follows:

- **Ta'arof** is a social behaviour used to communicate with exchange partners in order to know them well enough to understand their values, behaviour and way of conducting business, and to build a level of trust between them, in order to facilitate building long-term relationships between exchange parties (Sahragard 2003; Pinto 2011; Izadi et al. 2012).
- **Wasta** is a social behaviour based on who one knows or networks. The wasta person or the waseet (the middle man) is usually a person with a high status in society. This value in Middle Eastern societies gives family members and friends priority over other people from outside the group due to the highly collectivist culture. This type of favouritism is widely spread through different countries in the Middle East and helps the individual to get a job or promotion, move to work in different places, get high marks at university, facilitate paperwork with the government, etc. (Cunningham and Sarayrah 1993; El-Enezi 2006; El-Said and Harrigan 2008; Mohamed and Hamdy 2008; Barnett et al. 2011).
- **Wa'ad** means one's 'word' and it is equivalent to a promise in the western context. In the Middle East there is a proverb, 'man is a word,' which means that people are expected to keep their promises. The present study deals with the fulfilment of promises between exchange parties in order to build a level of theqa between them in order to facilitate long-term relationships (Bitner 1995; Fabien 1997; Skinner et al. 2004; Pepe et al. 2011).
- **Hifz ma'a wajh** is equivalent to 'face' in the Chinese context. Face divides into three types: self-face is a social behaviour that means the self-image and/or status that one wants others to see and respect; others-face is the concern for another's image and finally, mutual face concerns both parties in the relationships (Ting-Toomey and Kurogi 1998; Asdjodi 2001; Oetzel and Ting-Toomey 2003).
- **Qada and Qadar** represents an Islamic value. They deal with the uncertain situations, events and actions in human life, in particular in a Muslim's life. Qada and Qadar has two dimensions: twakol and tawakol. While twakol means doing

one's best and leaving the rest in God's hands, tawakol is a negative attitude, when the individual believes that everything related to our life, from birth to death, is already pre-determined, and thus there is no need to work hard to get things to happen (Kabasakal and Dastmalchian 2001; Kabasakal & Bodur 2002; Welsh and Raven 2004).

- **Shura** is an Islamic leadership approach that means consultation in discussions leading to making decisions. The process of selecting a supplier can go through rounds of shura between the stakeholders, but the final decision is still with the head of the group. Shura can enhance the quality of decisions, but it is also a risk-sharing strategy for saving the face of an individual within a group (Kabasakal and Dastmalchian 2001; Majeed et al. 2011).
- **Theqa**, as a moderator variable in the present research, is equivalent to 'trust' in the Western context. Theqa is the process of continuing interaction, where the confidence of one party, and willingness to rely on another exchange party partner, can be used to guide further actions.

### **1.8 Research methodology**

This study is based on a positivist philosophical stance. The positivist principle relies on the argument that reality is objective and can be observed by data collection. This thesis applies a highly structured methodology that facilitates the generalisation and replication of the findings. The current research starts with an extensive review of the literature in order to develop the research hypothesis to predict the relationships between cultural values and long-term buyer-supplier relationships. The current research adopts a quantitative approach, and it includes several stages, namely, (1) to present the research hypotheses, (2) to develop the questionnaire survey for measuring the constructs, (3) to conduct the fieldwork and collect the required data in two stages, starting with that of the buyers and followed by that of the suppliers, (4) to analyse and build the research model, and finally (5) to evaluate and validate the results (Liao 2011).

In respect of the data collection, a survey strategy was applied to collect the required data from the Jordanian manufacturing sector. The data were collected from the managers who are in direct contact with the suppliers and/or buyers. For the purpose

of the data analysis, the hypotheses were tested by multiple regression analysis using SPSS 20 software to explore buyer-supplier relationships through the lens of Middle Eastern cultural values.

### **1.9 Research Implications**

This study provides important contributions. Firstly, the theoretical contribution of this research underpins what is now a growing body of knowledge. When talking about supply-chain relationships, researchers must consider and acknowledge the culture in which they are adopted (Prasad and Tata 2000; Pagell et al. 2005; Metters 2008; Wiengarten et al. 2011). The present research extends the extant knowledge into the under-researched context of the Middle East, and responds to the scholar's call to move beyond Hofstede's framework (Liao, 2011) to specific and unique Middle Eastern cultural values, which offers a valued contribution for theory building.

Secondly, besides the theoretical contribution, this study makes a contribution to practice. Culture is important; the managers already know this, but they struggle to address its implications. This research helps international managers, who want to establish business in the Middle East (in particular Jordan), progress towards a better understanding of the management practice in the region and to build personal relationships in order to maintain long-term business relationships. Also, this research would help the expertise to decrease the failure probability in conducting business in the Arab Middle East (Al-Jbour, 2013), and motivate the global leaders to enhance their knowledge with more cultural training.

Thirdly, this study assists policy-makers in the manufacturing sector by focusing on strengthening the relationships between the parties and ensuring the sector's sustainability through effective buyer-supplier relations policies. The government plays a role in linking buyers and suppliers together to enhance the Jordanian manufacturing sector by passing supportive legislation for the manufacturing sector. Also, the present research can help decision-makers in Jordan decide whether to improve or eliminate the norms that influence business relationships by establishing rules to eliminate the negative side of some of the norms, to explain the Muslims culture and shura practices to international businesses, and the role of theqa to facilitate the business relationship with local partners.

## 1.10 Limitations

The main limitations of this study are as follows:

- **Research focus:** given the research context, the research data were collected from the Jordanian manufacturing sector. Moreover, the researcher used unmatched pairs of data from single respondents from each company.
- **Methodology focus:** the researcher used quantitative research only. Also, the literature review clearly identifies a gap in the literature in the Middle Eastern context, in particular that of the cultural research values in the management arena.

## 1.11 Organisation of the remainder of the study

The remainder of this dissertation is structured as follows:

Chapter Two reviews the literature in three sections; Section One presents the theoretical perceptions of supply-chain management. In doing so, it discusses the following issues: general definitions of supply-chain management, objectives and scope of supply-chain management, and strategies in management. Following the strategic discussion, the section presents definitions of supply-chain relationships, the importance of having business relationships with the exchange parties, and the different models in the literature of the factors influencing supply-chain relationships.

Section Two provides a review of the literature on national culture. The section discusses general definitions of culture, universal cultural frameworks, and the role of national culture in operations management and supply-chain management, in particular supply-chain relationships. The section identifies a gap in the literature and presents the gap in the Middle Eastern context.

Section Three demonstrates the main issue, which is central to this research, i.e., the impact of national culture on building long-term buyer-supplier relationships in the Middle East. The model is conceptualised and the hypotheses are developed based on the previous two sections. This section examines the relationships between Middle Eastern cultural values and theqa, and building and/or maintaining long-term business relationships between buyers and suppliers. In short, this section integrates the previous literature review in supply-chain relationships with the role of culture in

building long-term buyer-supplier relationships in order to develop the research hypotheses in terms of (1) the influence of Middle Eastern cultural values on theqa, and (2) the impact of the cultural values on long-term buyer-supplier relationships.

Chapter Three discusses the research methodology, i.e., a quantitative research methodology using a survey questionnaire. This chapter covers topics such as the philosophical stance, research approach, research strategy, sampling, data collection methods, time horizon, level of analysis, designing a survey instrument, pilot test, administrating the questionnaire survey and refining the instrument.

Chapter Four presents the analysis of the questionnaire survey. This chapter presents different types of analysis such as descriptive analysis, reliability, validity tests, exploratory factor analysis (EFA) and multiple regression analysis for both samples (i.e., buyers and suppliers) in order to compare the results between two independent samples. The results of the hypotheses are summarised at the end of the chapter. While the results show that some of the research hypotheses were only partially accepted, the rest of the hypotheses were fully accepted.

Chapter Five discusses the findings of the research questions from the previous chapter, and links them with the literature review findings to support the research findings.

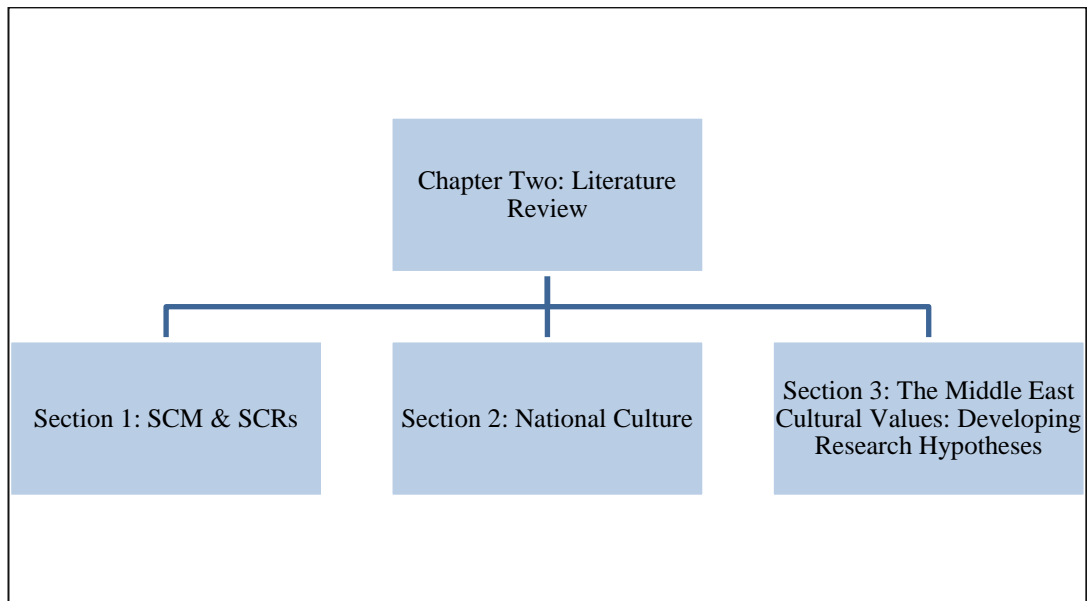
Chapter Six summarises previous chapters and presents the conclusions for each objective which emerged from the findings and the literature review discussion. Moreover, this chapter presents the contributions of the study to academics and practitioners. Also, limitations of this research are presented, and then followed with a recommendation for further research.

## Chapter 2: Literature Review

### 2.1 Introduction

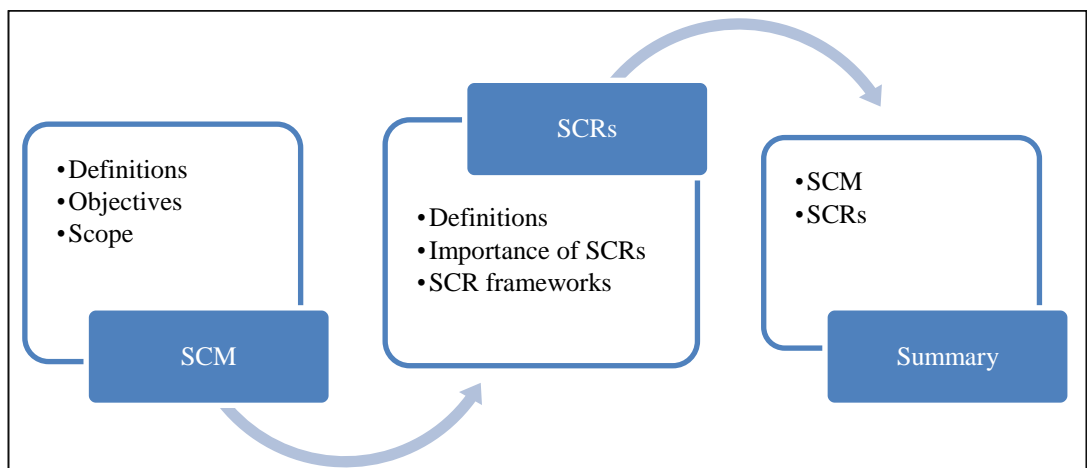
The task of this chapter will be to review the literature in spanning three fields: (1) the supply chain management (SCM) and supply chain relationships (SCRs); (2) national culture and (3) Middle Eastern cultural values See Figure 2.1.

**Figure 2.1 The structure of Chapter Two**



The aim of this section is to present a background on SCM in order to contextualise this research. This section includes the definitions, objectives, scope of SCM, strategies, SCRs definitions, importance and the factors' influence on building business relationships between exchange parties - See Figure 2.2.

**Figure 2.2. A summary diagram for SCM's section flows**



## 2.2 Definitions of SCM

SCM is still a relatively new field, in that there is no universal definition of this term (Croom et al., 2000; Mentzer et al., 2001; Burgess et al., 2006). Samples of definitions found in the SCM literature are included in Table 2.1 in order to contextualise this research.

While Jones and Riley (1985) see SCM as an internal process by which to manage the flow of materials to the end customer (i.e. internal supply chain relates to the concept of material management), Harland (1996), Davis et al, (1999) go beyond the internal supply chain to a chain of many companies, which produce the final products. Previous definitions are concerned with flow of materials and final product, but Global Supply Chain Forums are more interested in the flow of material, services and information from suppliers to the end customer.

Lysons and Farrington (2006) describe SCM as a network of companies containing suppliers and customers, which represents products and services. Berry et al, 1994 see SCM as the management of resources with which to build long-term relationships by focusing on SCRs' dimensions, such as trust, information sharing, innovation of new products and reducing the number of suppliers.

The different types of SCM definitions are identified as having four main levels of analysis between scholars who are interested in studying the integration of SCM (Miemczyk et al., 2012; Ballou et al., 2000; Harland, 1996). As shown in Figure 2.3, this internal integration in the supply chain includes business functions within the same company; this level of analysis is equivalent to New's (1997) discussion regarding the supply chain dilemmas (i.e. supply chain from the perspective of an individual firm); dyadic relationship management, which links firms with their immediate suppliers (i.e. buyer-supplier); management of a chain of firms (i.e. supplier-supplier-buyer-customer); and the management of a network of firms to meet customers' expectations.

This study is concerned with dyadic relationships (i.e. buyer-supplier), rather than with internal or network relationships. Buyer-supplier relationships have become an integrated part of business-to-business (B2B) over the last decade. Academics adequately presented the buyer-supplier relationships through a number of models,




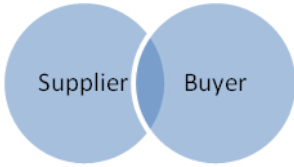
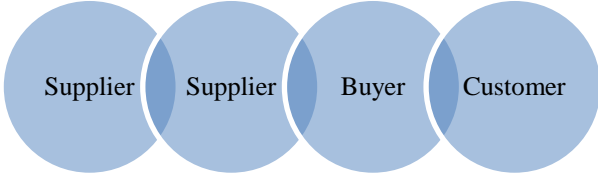
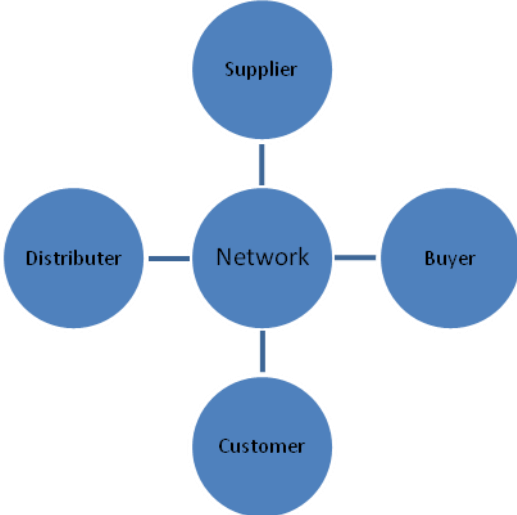
which defined the variables' influence on the success or failure of the relationships. We have less empirical knowledge about the process of developing a relationship between buyers and suppliers (Wilson, 1995).

**Table 2.1. Sample of SCM definitions**

Author	Definition
Jones and Riley, 1985, cited in Croom et al., 2000,p. 69	An integrative approach to dealing with the planning and control of the materials' flow from suppliers to end-users.
Houlihan, 1987, p.51 cited in Humphries, 2001, p.5	The integration of various functional areas within an organisation to enhance the flow of goods from immediate strategic suppliers through the manufacturing and distribution chain to the end-user.
Berry et al., 1994 , p. 20	Supply chain management aims at building trust, exchanging information on market needs, developing new products and reducing the supplier base to a particular OEM (original equipment manufacturer) so as to release management resources for developing meaningful, long-term relationships.
New and Payne, 1995, p. 60 cited in Humphries, 2001, p.5	The chain linking each element of the manufacturing and supply process from raw materials through to the end-user.
Davis et al., 1999, p. 382	A group of firms that provides all the various processes required to make a finished product.
Global Supply Chain Forum's definition, cited in Lambert and Cooper, 2000, p. 66	The integration of key business processes from end-user through original suppliers that provide products, services and information that add value for customers and other stakeholders.
Mentzer et al., 2001, p. 18, cited in Burgess et al., 2006, p. 704	The systematic, strategic coordination of the traditional business functions, and the tactics across these business functions, within a particular company and across business within supply chain, for the purpose of improving the long-term performance of the individual companies and the supply chain as a whole.
Slack, Chambers and Johnston, 2001 cited in Manku, 2004, p. 9	Supply chain management is concerned with co-ordinating the flow of materials and information between the operations in the supply chain.
Manku, 2004, p. 8	The management of supply chain involves managing both physical and informational flows from one end of the chain to the other with the challenge of getting the right products, at the right place, at the right time and in the most cost-efficient way.
The Chartered Institute of Logistics	A complex sequence of events and decisions, which connects sourcing raw material with manufacturing and the end-

and Transport, 2004 taken from Manku, 2004, p. 6	consumer.
Bozarth and Handfield, 2005, p. 8	The active management of supply chain activities and relationships in order to maximize customer value and achieve a sustainable competitive advantage. It represents a conscious effort by a firm or group of firms to develop and run supply chains in the most effective and efficient ways possible.
Lysons and Farrington, 2006, p. 91	That network of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services into the hands of the ultimate customer or consumer.
Heizer and Render, 2008, p. 434	The management of activities that procure materials and services, transforming them into intermediate goods and final products, and delivering the products through a distribution system.
Waters, 2009, p. 9	A series of activities and organizations that material moves through on their journey from initial supplier to final customers.
Chopra and Meindl, 2010, p. 20	The supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request.

**Figure 2.3. Level of analysis**

Level of analysis	Example
Internal integration within same company	
Dyadic relationship	
Chain of firms	
Network of firms	

**Source: Adapted from (Miemczyk et al., 2012; Ballou et al., 2000; Harland, 1996)**

Mentzer et al., (2001) discussed the antecedents and consequences of the supply chain management to accomplish a holistic picture for fully understanding the concept. While Mentzer et al., (2001) identified the antecedents (i.e. trust, commitment, interdependence, organisational compatibility, vision, key processes, leader, top management support) at the strategic level to enhance the supply chain in

particular long-term relationships, other scholars in the literature identify different components to contribute to the success of the supply chain – See Figure 2.4.

**Figure 2.4 Principle component bodies (PCB)**

<p><b>Cooper et al., 1997; Lambert and Cooper, 2000</b></p> <p>Planning and control, work structure, organisation structure, product flow facility structure, information flow facility structure, product structure, management methods, power and leadership structure, risk and reward structure and culture, and attitudes</p>	<p><b>Burgess et al., 2006</b></p> <p>Leadership, intra-organisational relationships, inter-organisational relationships, logistics, process improvement orientation, information systems, business results and outcomes</p>
<p><b>Ho et al., 2002</b></p> <p>Value creation, integration of key business processes and collaboration</p>	<p><b>Croom et al., 2000</b></p> <p>Strategic management, logistics, marketing, relationships/partnerships, best practices and organisation behaviour</p>

(Adapted from Soni and Kodali, 2011, p 242)

Scholars determine the success of SCM by these components, and differentiate them as two groups: the physical and technical group includes visible, tangible and measurable components (e.g. planning, work and organisation structure, and information flow) while the second group includes managerial and behavioural components (e.g. leadership, culture and attitudes). Furthermore, some researchers identify a number of intangible and tangible factors that must be available to guarantee the success of the partnership. The intangibles are regarded as senior management commitment, trust, flexibility, teamwork and patience. The tangible factors are regarded as reduced costs, adopting total quality management, zero defects as a quality target, prompt payments, joint research and development, electronic data interchange, faster time to market, deliveries on time and reduction or elimination of stock (Humphreys et al., 2001).

Power (2005) states the main drivers of integration of SCM as follows: the information revolution, increased level of global competition and the emergence of new types of inter-organisational relationships; while other scholars identify trust, long-term relationship, information-sharing and individual strengths of organisations as several required elements for a successful supply chain (Davis et al., 1999; Mentzer et al., 2001).

In summary, SCM is the management of interconnected businesses spanning all the movements and storage of products, services and information from point of origin to point of end-consuming. Those movements go through different level starting points from internal level within the same company, dyadic level between two exchange parties and/or network level.

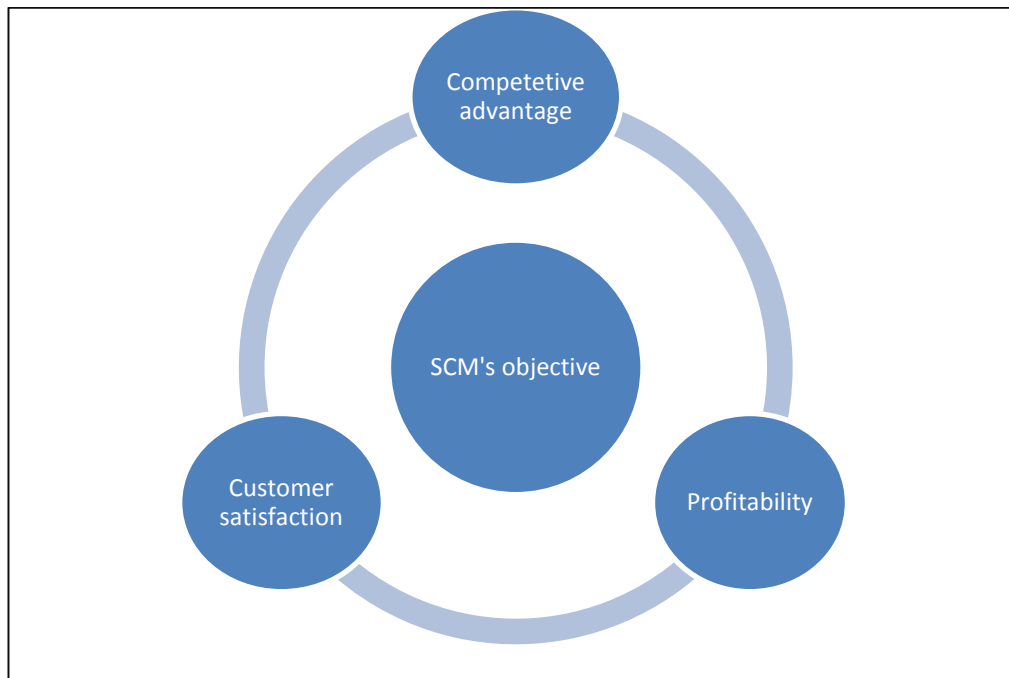
### **2.3 Objectives of SCM**

Scholars state the objectives of each supply chain from the consequences (outcomes) of SCM. The motive behind this arrangement is to increase the supply chain's competitive advantage (Mentzer et al., 2001; Power, 2005). Competitive rules are changing; competition is now much more focused on supply chains rather than individual firms (Lambert and Cooper, 2000; Humphries, 2001; Filho et al., 2003 Fawcett et al., 2007) .The objective of SCM, as shown in Figure 2.5, is in maximising the overall values generated, thus the measurement of supply chain profitability should not be restricted to individual stages, as no organisation can work in an isolated environment; (Waters, 2009; Chopra and Meindl, 2010). According to Mentzer et al, (2001), Heizer and Rendor (2008) and Chopra and Meindl (2010), improving a firm's competitive advantage and profitability through SCM can be achieved by enhancing overall customer satisfaction. Customer satisfaction guarantees the repeated purchase, which in turn influences the profitability of the organisation thus enhancing the performance and competitive advantage as the ultimate objective of SCM.

Specific objectives to improve profitability, competitive advantage and customer satisfaction of a supply chain are suggested by several researchers, a key objective of SCM being to optimise the cost structure (i.e. lower the costs) required to provide such customer satisfaction (Ballou et al., 2000; Mentzer et al., 2001; Waters, 2009).

The other key objective is to improve customer service through increased flexibility of product flow, stock availability and reduction in order cycle time (Ballou et al., 2000; Mentzer et al., 2001). Customer service objectives are also accomplished by focusing on developing innovative solutions for the flow of products, services and information to create unique, customised sources of customer service. Finally, low costs and differentiated service help to build a competitive advantage for the supply chain.

**Figure 2.5. SCM's objectives**



**Source: Adapted from (Mentzer et al., 2001; Power, 2005)**

## **2.4 Scope of SCM**

From the above discussion regarding SCMs' objectives, the scholars realise that the scope of SCM is functional and organisational (Ballou et al., 2000; Mentzer et al., 2001). Firstly, the functional scope refers to the intra-businesses integration in the implementation of SCM processes. The organisational scope concerns the inter-organisational relationships in the implementation of the SCM's process. Functional scope refers to the integration of a firm's functions to achieve specific output (e.g. maximise profits or meet customer expectations). The SCM concept was originally introduced in the 1980s (Chen and Paulraj, 2004) and derives from logistics literature, the earliest reference of logistics being in 1898 in a military application as the art of moving and quartering troops (Lummus et al., 2001; Lysons and

Farrington, 2006); over time it has moved to the business field. APICS (American Production and Inventory Control Society) is the only organisation which offered a definition for logistics in both contexts (i.e. military and industry). APICS defines logistics in terms of industry as “*the art and science of obtaining, producing and distributing material and products in the proper place and in proper quantities*” cited in Ray (2012) article on APICS magazine’s website. In the military, the meaning of logistics includes the movement of personnel (Waters, 2009).

In the past there has been disagreement between academia and professionals concerning the terms ‘logistics’ and ‘supply chain management’ (Lummus et al., 2001). While few scholars use the term ‘logistics’ as an alternative name for SCM (e.g. Waters, 2009), other scholars differentiate between them and offer definitions for both terms. SCM includes a group of functions and a series of activities, logistics being one of the functions, like marketing, production, etc and includes a series of activities, like transportation, warehousing, and receiving and controlling stock (i.e. SCM is about the mechanisms and processes by which these activities are organised) (New, 1997).

Thus, the Council of Logistics Management (CLM) (which became the Council of Supply Chain Management Professionals (CSCMP) effective since 2005) distinguished between logistics and SCM when they updated their definition of logistics (1986) from “The process of planning, implementing and controlling ... from point-of-origin to point-of-consumption for the purpose of conforming to customer requirements.” to the (1998) definition of logistics as “that part of the supply chain process that plans, implements and controls the efficient, effective flow and storage of goods, services and related information from the point-of-origin to the point-of-consumption in order to meet customers’ requirements.” The objective of logistics is “the right materials, to the right place, at the right time, from the right source, with the right quality, at the right place” (Waters, 2002, p. 554). With this objective in mind, scholars define a group of related activities ranging from warehousing, transportation, stock control, material handling, distribution, recycling, location and communication (Ballou et al., 2000; Mentzer et al., 2001; Waters 2002).



These various activities work together in order to achieve the objectives of logistics. While the logistics reduce the cost on the one hand, they maximize the profit for marketing, for example, on the other hand. Choosing slow transportation to save costs may affect customer service and reduce the level of customer satisfaction and revenues, etc. Thus, logistics is more concerned with the physical movement of material flows to meet customer expectations (Lysons and Farrington, 2006). Customer satisfaction helps the supply chain to improve the profitability and competitive advantage, however, SCM is more than mere logistics. SCM includes multiple business processes, including logistics, marketing, promotion, information-sharing, research and development, product design and new product development. Thus, the functional scope is aimed at meeting the overall SCM scope.

Secondly, the SCM's organisational scope emerges from the new trend in the competition environment. Scholars state that the competition in the market environment is no more than between firms but it is supply chain against supply chain (Lambert and Cooper, 2000; Mentzer et al., 2001; Filho et al., 2003). Thus, the organisational relationships close the firms to each other in order to accomplish the SCM's ultimate objective and share the success in the whole of the SCM. To share the benefits between the individual firms among the supply chain, scholars and professionals introduced a new concept, namely, collaboration, partnership, or relationship to describe the nature of business between a series of firms working together and mutually sharing information, risks, and rewards to construct and enhance competitive advantage. Scholars state that the successful supply chain relies on management of a long-term orientation between exchange parties within a supply chain (Mentzer et al., 2001). Thus, the next section aims to present the evolution in managerial strategies in the supply chain management

## **2.5 Managerial Strategies and SCM**

In recent years, the term "supply chain management" has become popular (Davis et al., 1999), appearing for the first time in 1982 (Harland, 1996; Soni and Kodali, 2011). It originated in the manufacturing industry (Saad et al., 2002), initially referring to the technical core from suppliers and customers. It then introduced just-in-time (JIT) from Toyota in order to eliminate all the raw materials and work in the process inventories. This stage was then followed by the introduction of single

logistics suppliers to address all of the transportation and distribution functions of organisations (Davis et al., 1999). This evolution in introducing and improving the SCM was called managerial strategies.

Scholars define strategy as “the long-term direction of an organisation” (Waters, 2009, p. 65). Each organisation designs its own strategy, but they often travel along three main strategies suggested by Porter (1980) (i.e. Porter Generic Strategies) to achieve their competitive advantage, namely cost leadership, product differentiation and market niche (Manku, 2004; Waters, 2009). Cost leadership means to produce similar or comparable products as competitors at a lower price. Product differentiation means specific products that customers cannot get from other sources. Market niche is the strategy, which the organisation has chosen to fit its capability by offering its products and/or services to a limited market (Waters, 2009).

Cost is one of the greatest concerns for any organisation therefore lean and agility strategies deal with the cost. Lean strategy is the strategy that aims to “maintain acceptable customer service while using fewer resources” (Waters, 2009, p. 81) but lean works more with large-scale mass production where cost and efficiency are dominant factors but the principles do not transfer to other types of supply chain where there are uncertain conditions when agility strategy should be adapted to “give high customer service by responding quickly to changing conditions” (Waters, 2009, p. 84).

Time compression strategy (i.e. time-based strategy) is a type of lean strategy that concentrates on eliminating wasted time in the supply chain by removing things with no value added and accelerates the value added things (Waters, 2009). In addition, productivity strategies are lean strategy aspects, which focus on reducing the wasted resources by accepting the current capacity, looking for an alternative way to use the excess (Waters, 2009).

The efficiency of material flow is one of the concerns of supply chains; they aim for a smooth flow of materials and getting the optimal inventory in stock by using the traditional quantitative models. However, some alternative strategies appear in the field to control the material, such as material requirement planning and ‘just-in-time’ strategy (Waters, 2009).

Also there are diversification and specialisation strategies; while the organisations which adapt the diversification strategies offer a wide range of services to satisfy as many customers as possible, the organisations which adapt specialisation strategies focus on narrow products and/or services that cannot be found elsewhere but are the best provider in the area (Waters, 2009).

To grow in the market there are different growth strategies depending on the organisation itself. The alternatives are overtaking competitors, expanding the geographical area covered, moving different types of materials, or increasing the market share (Waters, 2009)

The manufacturing strategies focused on mass production to minimise the cost, but with the time the organisations give more attention to the flexibility, quality, and lead time too. JIT was introduced in the 1980s to control the inventory levels and the cost of the production process across the whole supply chain; this required sharing the information with the suppliers after considering it as too risky to be a starting point for buyer-supplier relationships (Humphries, 2001). In the 1990s a total quality management approach was introduced for the organisation - this necessitated building strategic relationships with their suppliers (Humphries, 2001).

To increase the market share organisations believe they should have good working relations with other partners (i.e. suppliers and customers) in the supply chain, which introduce new strategies, such as strategic alliances and partnerships (Power, 2005; Waters, 2009). While partnerships are the vertical relationships between supplier and customer/buyer, alliances are the horizontal relationships, such as those between two suppliers (Gattorna and Walters, 1996). The next section presents SCRs as one of the strategies that facilitate the organisations to meet their goals.

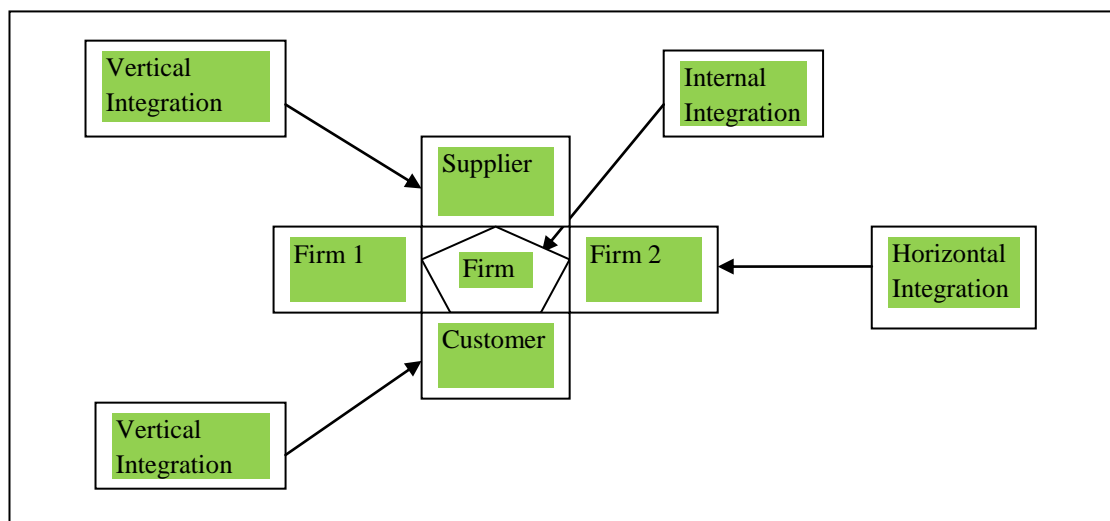
## **2.6 Supply Chain Relationships (SCRs)**

Over the last two decades, SCM has been developing as a concept, and gradually managers have accepted that their firms cannot work in isolation but should be linked with their suppliers and customers (i.e. upstream and downstream) in the chain if they are to meet their ultimate goals (i.e. competitive advantage, profitability and customer satisfaction) (Mentzer et al., 2001; Saad et al., 2002; Soni and Kodali, 2011). These business trends, therefore, present a new concept of “partnership” or

“relationship” and provide an increasing interest in the management of SCRs (i.e. dyadic, chain or network) from both academics and professionals alike, since firms can achieve a competitive advantage in a more effective way (i.e. competing with supply chains rather than firms) (Harland, 1996; Lambert and Cooper, 2000; Filho et al., 2003).

To reach a competitive position in the market place, individual firms move from traditional transaction models to relationships models (Hope and Mühlemann, 2001; Kwon and Suth, 2004; Nyaga et al., 2010). Internal and external integration is needed, that is internal integration (functional scope) between different functions within the organisation to eliminate the boundaries within the firm and increase their performance and external integration (organisational scope) (i.e. vertical and horizontal) with suppliers and customers respectively, and with other companies in the same industry (Waters, 2009). In practice, there are several ways of organising external integration, ranging from informal agreements to vertical integration. The most popular has some form of strategic alliance or partnership (Waters, 2009). The present research focuses on investigating the external upstream relationship - the buyer-supplier relationship - see Figure 2.6.

**Figure 2.6. Types of Integrations**



**Source: Adapted from (Waters, 2009)**

To reach a competitive position in the marketplace, individual firms are moving from transaction models (at arm’s length) to partnership models. While arm’s length

is a transactional relationship where both buyer and supplier act independently for their own self interest, partnership (section 2.6.1) is a relationship where both parties are acting together for their mutual benefit. Researchers have suggested characteristics that distinguish between the two extremes (Harland, 1996; Humphreys et al, 2001; Cox et al, 2003; Cox, 2004; Power, 2005; Daugherty, 2011). In general, the transactional model is a pure market model based on a purely transactional basis. Cost is a critical part of the evaluation equation. As it depends on cost, the buyer deals with many suppliers in order to ensure the lowest cost for each purchase action. Due to the large number of suppliers and the interest in cost only, there is little communication between exchange parties, and even less sharing of information as each party is looking after his own interest to succeed over the other party. Partnership is a win-win situation and depends on both the skills of people involved and performance in order to pay back the initial cost. Value is more important than the cost; therefore, it depends on few suppliers, which enhances the level of communication and the level of information sharing, in order to achieve their mutual interest. The key characteristics of partnership and ‘arm’s length’ models are summarised in Table 2.2

**Table 2.2. Comparing ‘arm’s length’ and partnership relationships**

<b>Characteristics of arm’s length</b>	<b>Characteristics of partnerships</b>
1. Short-term	1. Long-term relationship
2. Decision made on price	2. Decision made on value
3. Many suppliers	3. Few selected suppliers
4. Limited communication	4. Open communication
5. Little coordination of work processes	5. Integration of work processes
6. Information is proprietary	6. Information is shared
7. Conflicting goals	7. Shared goals
8. Behaving opportunistically	8. Mutual trust exists
9. Acting only in own interest	9. Acting for mutual benefits
10. Win-lose orientation	10. Win-win orientation

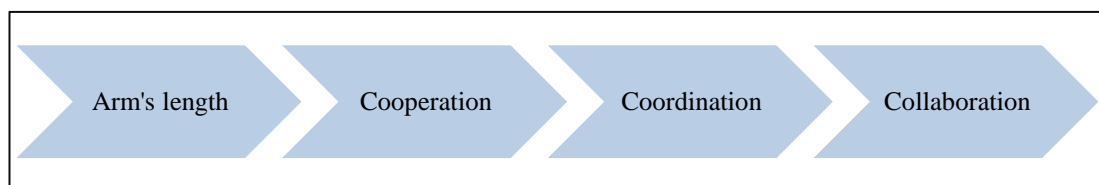
**Source: Adapted from (Harland, 1996; Humphreys et al, 2001; Cox et al, 2003; Cox, 2004; Power, 2005; Daugherty, 2011 )**

The type of relationship (partnership or arm's length) is more important than the duration (short-term vs long-term). Both long and short term relationships can be collaborative, transactional, or in-between. What matters is the attitude of the partners (i.e. their orientation). Those with a long term perspective are more likely to be willing to seek a joint benefits stream such as quality, technical development, and open lines of communication at different levels, rather than quick, individual profits that do not engender long-term relationships. Also, there is greater tolerance and less likelihood that minor upsets will derail the relationship. The level of trust is not the problem, since the cornerstone of long-term relationships is the mutual trust (Spekman, 1988).

Researchers have identified a movement away from transactional relationships to partnerships, depending on input and procedures (Lambert and Cooper, 2000; Power 2005) to make different outputs of the relationship as shown in Figure 2.7. Scholars refer to this as 'relationship magnitude', i.e. "... the degree or extent of closeness or strength of the relationship between organisations" (Daugherty, 2011, p 18). Humphries and Wilding (2004, p 1,109) state that relationship magnitude as C<sup>3</sup> behaviour (i.e. Cooperation, Coordination, and Collaboration), which they define as "... working together/jointly to bring resources into a required relationship to achieve operations in harmony with the strategies/objectives of the parties involved, thus resulting in mutual benefits".

Co-operation therefore includes the exchange of small amounts of information with fewer suppliers (Harland, 1996) and long-term contracts. Waters (2009) classified cooperation into customer relationship management (CRM) and supplier relationship management (SRM), both having the same principles.

**Figure 2.7. Relationship Magnitude or C<sup>3</sup>**



**Source: Adadoted from (Humphries and Wilding, 2004)**

CRM “covers all aspects of the ways that companies manage their relationships with downstream customers”; SCR “covers all aspects of the ways that companies manage their relationships with upstream suppliers” (Waters, 2009, p. 148). With coordination, both work and information flow in an exchange manner more than they do in co-operation, but less than in collaboration. In spite of this, the trading parties are not true partners until they have achieved a high level of trust, commitment and information sharing in order to maintain a collaborative (partnership) relationship.

Even though SCRs have received more attention in recent years, the phrase ‘relationship’ is relatively new and requires more attention (Humphreys et al, 2001; Barrat, 2004; Matopoulos et al, 2007). The next section aims to provide a theoretical understanding of the concept of SCRs and highlights the factors, which are included in relationships between involved parties.

### **2.6.1 Definition of Partnership**

Drawing on the literature of SCRs, partnerships are defined in different ways. (Table 2.3) provides a sample of the definitions suggested by scholars of SCRs. Partnerships are defined as on-going relationships between two firms with, at a minimum, a commitment from each party to engage in long-term business projects by sharing the same objectives (Daugherty, 2011). This definition is consistent with other definitions reviewed in the literature pertaining to this subject. For example, Partnership Sourcing Ltd (1992) cited in Saunder, (1997) and Ellarm and Krause (1994) define partnership as a long-term commitment between customers and suppliers based on clear mutual objectives and information-sharing.

These definitions listed elements, which should be present in an existing partnership, such as the availability of two or more firms, mutual objectives, commitment and the intention to remain in long-term business arrangements. However, these do not specifically mention the motivation for entering into a partnership. Thus, other scholars, such as Egan (1998), improve their definitions by adding the idea of motivation to enter into a business relationship. Egan (1998) and Saad et al (2002) are concerned with improving financial performance via partnerships between organisations that have the same objective of sharing the benefits. Yet, other scholars offer another comprehensive definition, for example Lambert et al (1996),

who state that a partnership is primarily concerned with the ultimate objective of the supply chain (i.e. competitive advantage) as a basic means by which to improve profitability and customer satisfaction (i.e. financial performance and non-financial performance).



**Table 2.3. Sample of partnership definitions**

Author, Year	Definitions
Partnership Sourcing Ltd. (1992), cited in Saunders (1997, p.259)	A commitment by both customers and suppliers, regardless of size, to a long-term relationship based on clear, mutually agreed objectives to strive for world-class capability and competitiveness.
Ellram and Krause (1994), cited in Waters (2009, p.151)	An ongoing relationship between firms, which involves commitment over an extended time period and a mutual sharing of information and the risks and rewards of the relationship.
Lambert et al. (1996, p. 2)	Business relationships based on mutual trust, openness, shared risk and shared rewards that yield a competitive advantage, resulting in business performance greater than would be achieved by the firms individually.
Egan (1998, p.12)	Involves two or more organizations working together to improve performance through agreeing mutual objectives, deriving a way of resolving any disputes and committing themselves to continued improvement, measuring progress and sharing the gain.
Daugherty et al. (2006, p.61)	Involves two or more companies working together to jointly achieve greater success than can be attained in isolation.
Waters (2009, p.151)	A long-term, mutually beneficial trading relationship between two organizations.
Daugherty (2011, p.19)	An ongoing relationship between two firms that involves a commitment over an extended time period involving a mutual sharing of information and of the risks/rewards related to the relationships.

### **2.6.2 Importance of Supply Chain Relationships**

The SCR has received limited attention in the SCM field; however greater interest between academics and professionals has emerged in recent years (Humphreys et al., 2001; Barrat, 2004; Matopoulos et al., 2007). This can be seen in the fact that the motivation beyond establishing business relationships between exchange parties appears in the valuable importance of a collaboration/partnership in the business market. SCR helps supply chain parties to be able to anticipate and appreciate future changes in internal and external operating environments in order to position the firm well to meet the new challenges and to gain the advantages that the relationship brings.

The new trend in the business environment and the changing nature of competition are two of the main reasons, to enhance the competitive advantage of the firms, which come from competing with the supply chains rather than individual firms. It means the competitors are other organisations on other supply chains, not other organisations within the same supply chain (e.g. Cox, 1999; Filho et al., 2003; Water, 2009). Spending on procurements in manufacturing in USA has increased from 20% to 50%-70% in recent years. The buyer and supplier have found that they can reduce the cost in business relationships as well as improve quality, decrease the lead time (Chopra and Meindl, 2010) and meet or exceed the customer's needs and expectations to win a loyal customer, which in turn influences the return on their financial performance in the competitive market (Power, 2005), which in turn show an influence at the end of their competitive advantage level.

Reduced uncertainty, improved material flow, lower costs due to balanced operations, lower stocks, less expedition, removal of duplicated activities, elimination of activities that waste time or do not add value. Better customer service with shorter lead times, faster deliveries, and customisation. More flexibility to react faster to changing conditions (Waters, 2009). Chen and Paulraj's (2004, p. 125) study of analysing the literature review in the field of SCM summarised the importance of the shift from traditional adversarial buyer-supplier relationships to the use of limited number of suppliers into 11 points:

“This action provides multiple benefits including: (1) fewer suppliers to contact in case of orders given on short notice, (2) reduced inventory management cost, (3) volume consolidation and quantity discounts, (4) increased economies of scale based on order volume and learning curve effect, (5) reduced lead times due to dedicated capacity and work-in-process inventory from the suppliers, (6) reduced logistical costs, (7) coordinated replenishment, (8) an improved buyer-supplier product design relationship, (9) improved trust due to communication, (10) improved performance, and (11) better customer service and market penetration”

Firms should go farther than their own performance to supply chain performance. To achieve a better supply chain performance, firms need to build close relationships with other supply chain partners and cooperate with each other to enhance their position in the market (i.e. competitive advantage) (Sheth and Sharma, 1997; Kwon and Suth, 2004; Nyaga et al., 2010). Overall, the critical goal for organisations involved in organisational relationships is to gain more advantages than they could achieve individually and support their ability to compete (Morgan and Hunt, 1994; Filho et al., 2003; Matopoulos, 2007).

### **2.6.3 Supply Chain Relationship Frameworks**

The increasing interest in SCRs can be seen in the number of the publications, which investigate the role SCRs, and the outcomes of the relationships (e.g. satisfaction, performance), examining the factors that influence building business relationships, and the recommendations to maintaining a long-term relationship. The current section reviews the literature of SCRs in Table 2.4, and how it influences positively or negatively on business relationships.

**Table 2.4. Summary of the literature of SCRs**

<b>Authors</b>	<b>Journal</b>	<b>Subject</b>	<b>Sample</b>	<b>Methodology</b>	<b>Findings</b>
Morgan and Hunt, 1994	Journal of Marketing	Marketing relationships in the US tyre industry	204 automobile tyre retailers	Questionnaire	All antecedents of the commitment and trust relationship were supported, except relationship benefits with relationship commitment.
Kanter, 1994	Harvard Business Review	Reviewing number of established alliances and newly-formed ones in both manufacturing and service sectors in 11 countries	37 companies and their partners	Multiple case studies	Classified integration into 5 dimensions: strategic, tactical, operational, interpersonal and cultural
Humphreys et al., 2001	An International Journal of Supply Chain Management	Initiating a collaborative relationship with large companies in HK in a wide range of industries	72 companies	Questionnaire	By comparing the findings with similar ones in the UK, showing that there is no significant difference in the selection criteria between the two regions.
Friman et al., 2002	Industrial Marketing Management	Analysing B2B international relationships in Sweden, Australia and the UK, based on trust-commitment theory in the service sector	5 case studies	Semi-structured questionnaire	The findings demonstrate the importance of commitment, trust, termination cost and benefits, shared values and communication between exchange partners.

Zanquetto-Filho et al., 2003	Journal in Chain and Network Science	The nature of benefits and the factors which facilitate successful SCRs between suppliers and retailers in UK's fresh produce industry	99 suppliers	Questionnaire	The results support the contention that the benefits and key partnership enablers may be categorised as specific internal capabilities in activities relating to innovation, management, communication, production planning, investment and control.
Barratt, 2004	An International Journal of Supply Chain Management	Understanding the nature of collaboration in the supply chain	-	-	The results show that limiting collaboration with a small but critical number of suppliers is a more appropriate context for such collaboration.
Kwon and Suh, 2004	The Journal of Supply Chain Management	Examining the factors that affect the level of trust and commitment in SCRs	171 respondents	Questionnaire	Specific assets investments with trust (+), behavioural uncertainty (-) and information sharing (+) with trust.
Norton et al., 2004	University of Technology	Reviewing Morgan and Hunt's work within its limitations	-	-	The proposed model is statistically superior to Morgan and Hunt's (1994) work in terms of power and parsimony.
Humphries	Journal of	Examining the long	600 staff,	Questionnaire,	There is correlation between trust and C3

and Wilding, 2004	Marketing Management	term relationships in monopolistic conditions	supported by 115 team leaders	and then supported with semi-structured interviews	behaviour.
Wu and Choi, 2005	Journal of Operations Management	Describing supplier-supplier relationships in buyer-supplier triadic relationships	8 companies	Multiple case studies	Scholars identify five classifications of supplier-supplier relationships in triadic relationships - conflicting, contracting, dog-fighting, networking and transacting.
Bullington and Bullington, 2005	An International Journal of Supply Chain Management	Applying successful family relationships into SCM to build long-term relationships	-	-	Support of a model was found to be positive in the literature.
Kwon and Suh, 2005	An International Journal of Supply Chain Management	Examining the relationship between several constructs drawn from transaction cost analysis and social exchange theory in the U.S.	171 respondents	Questionnaire	Trust (+) specific assets investments. Information sharing (+) trust and commitment.

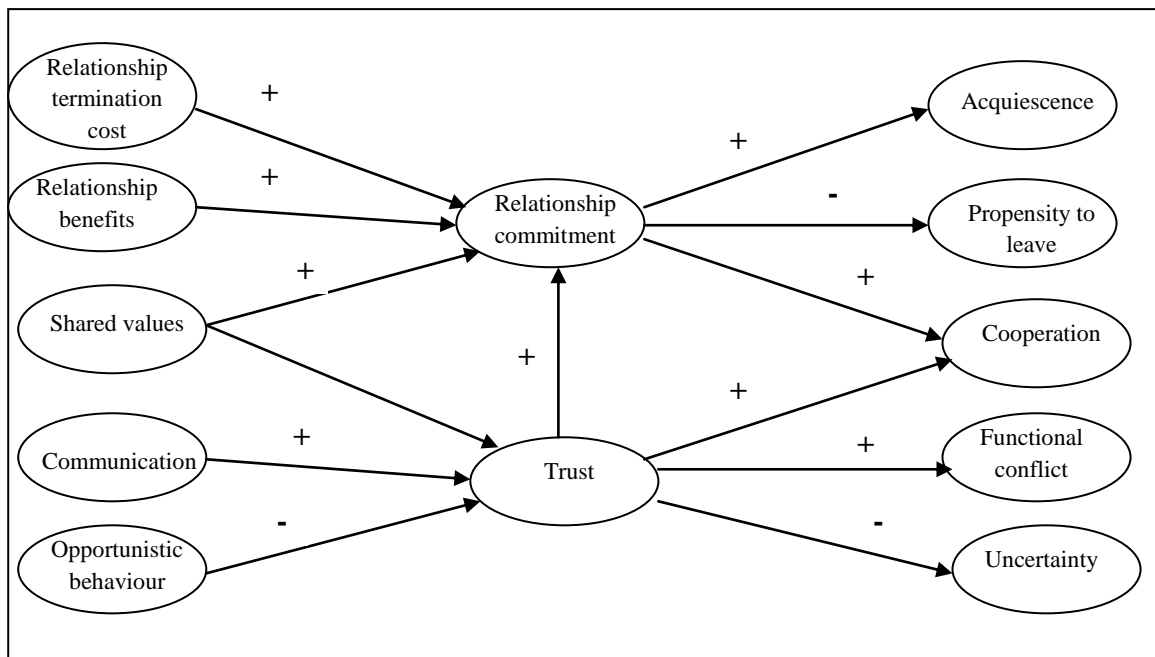
Goffin et al., 2006	Journal of Operations Management	Examining close supplier-manufacturer relationships in a mid-size manufacturing sector in Germany	39 respondents within 18 companies	In-depth interviews	The findings demonstrate that to be successful, suppliers need to provide a full service for the manufacturers. In addition, the manufacturer has to build a portfolio of supplier relationships as not all of them can be close relationships.
Matopoulos et al., 2007	An International Journal of Supply Chain Management	Analysing the concept of collaboration within the supply chain in the agri-food industry in SMEs in the Greek market	2 respondents	Single case study (2 companies) –in depth interviews	There is a need for collaboration in the agri-food industry. There are some determinants, such as structure of the industry, and nature of product.
Zhao et al., 2008	Journal of Operations Management	Examining the power-commitment relationship between customer and manufacturer in China	617 companies	Questionnaire	The results show that different types of customer power impact upon manufacturers' relationship commitment in different ways.
Hill et al., 2009	Journal of Operations Management	The role of psychological contract and trust in supplier-buyer relationships	110 respondents	Questionnaire	Psychological contract is a mediating variable between unethical behaviours and trust. There is a direct relationship between perceived unethical behaviours and trust.
Wu et al., 2010	Journal of Operations	Examining supplier-supplier relationships in buyer-supplier-	43 pairs of triadic	Telephone interview (buyers),	For triad relationships, the power/leverage of a buyer is over suppliers. In addition, results show negative relationships between supplier-supplier

	Management	supplier triads, and how this relationship impacts upon the supplier's performance in the manufacturing sector	matched data	questionnaire (suppliers)	co-opetition and supplier performance.
Bastl et al., 2012	International Journal of Operations and Production Management	Servitization strategy and its implications with its suppliers	16 respondents	Single triadic case study-indepth interview	The findings show that there are over-arching implications of servitization adaptation for buyer-supplier relationship.
Mena et al., 2013	Journal of Supply Chain Management	Building a theory towards a depth of understanding of the structure, behaviour and performance in multi-tier supply chain management (MSC) (i.e. supplier's supplier-supplier-buyer relationships) in the UK food sector		Multiple case studies (interviews, site visits, workshops and documentations)	The results show the impact that the dynamics of the MSC have on power balance, structure, interdependence and relationship stability inherent in MSCs.



Morgan and Hunt (1994) distinguished between direct transaction and marketing relationship as a base by which to explore the nature of the marketing relationships as an ongoing process then introducing a suggestion as to how it should be conceptualised. The tested Model Figure 2.8 using data from 204 automobile tyre retailers in the US with a response rate 14.6%. The data were tested using LISREL VII to test 12 constructs divided between antecedents of trust and commitment (i.e. termination cost, relationship benefits, shared values, communication and opportunistic behaviour), mediating variables (i.e. trust and commitment), and consequences of trust-commitment (i.e. acquiescence, propensity to leave, cooperation, functional conflict and uncertainty). The research supports the view that the roles of trust and commitment as mediating variables are central to successful marketing relationships. In addition, the research findings support 12 out of 13 hypotheses, where all antecedents of trust and commitment (i.e. termination cost, shared values, communication and opportunistic behaviour) to the relationship, except relationship benefits with relationship commitment does not supported

**Figure 2.8. Trust-Commitment theory in Relationship Marketing**



Source (Morgan and Hunt, 1994, p. 22)

Morgan and Hunt's (1994) work has been a widely cited study in the last decade. Although many researchers support their findings with Morgan and Hunt (1994) findings, little scrutiny has been given to their claims. Norton et al., (2004) aims to

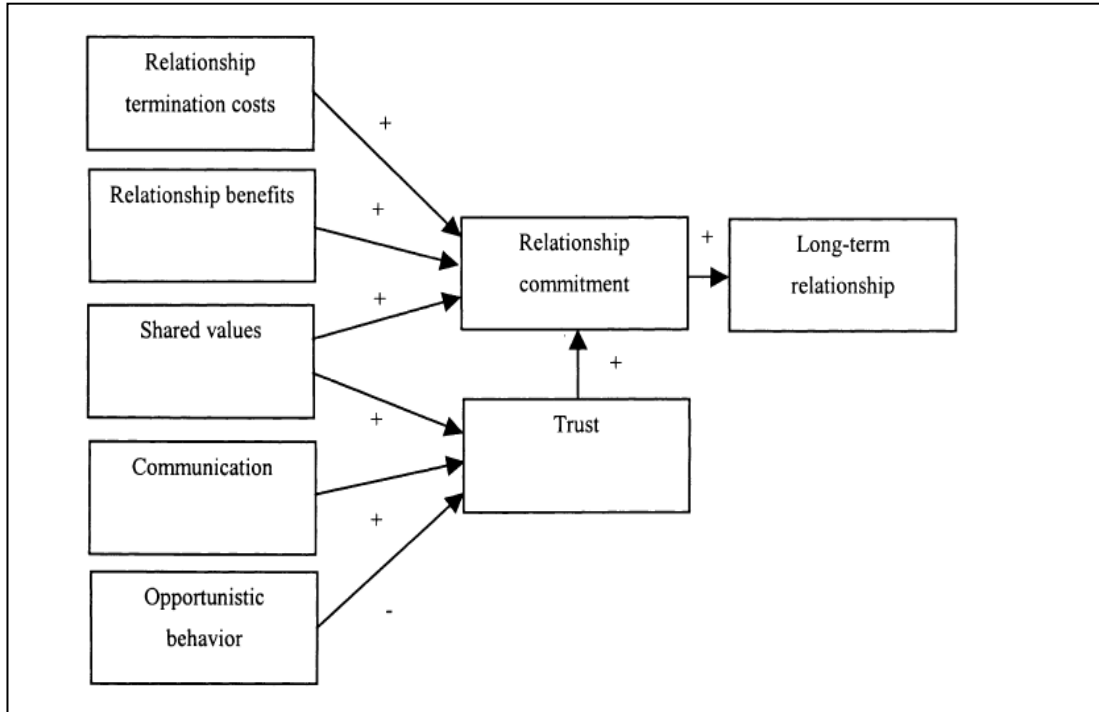
review Morgan and Hunt's (1994) work in terms of its limitations (i.e. context, sample, definitions and operationalisation of the constructs), and examine the suggestion that trust and commitment are not antecedents but key mediating variables in respect of inter-firm relationships. The researchers used eight constructs (i.e. shared values, communication, opportunistic behaviour, trust, commitment, propensity to leave, cooperation and functional conflict) instead of twelve in the original model due to their argument of the lack of literature supporting other constructs (e.g. relationship benefits on commitment). The study used a range of studies to build a comprehensive picture (i.e. Young and Wilkinson 1989, Morgan and Hunt (1994) data, and Young and Wilkinson, 1997). The study uses AMOS 'Analysis of moment structure' as an alternative estimation procedure and PLS\_Graph (Partial least square) as an application of the variance-based approach. Results found that the proposed model is statistically superior to the original one in terms of explanatory power and parsimony, and shows that trust and commitment are crucial mediating variables for inter-firm relationships.

Trust and commitment have been extensively reviewed in the literature as the key to developing long-term relationships. As the literature concentrates on the manufacturing sector, Friman et al., (2002) Figure 2.9 analyse the key mediating variables (KMV) model in international business-to-business relationships in the service sector. The data were collected using a semi-structured questionnaire administered in personal interviews conducted in different countries (i.e. Sweden, Australia and the UK). The study states that both trust and commitment are considered to be prerequisites to developing long-term relationships, and demonstrate the importance of other variables (e.g. termination cost, benefits, shared values, etc) as described in Morgan and Hunt's (1994) work.

The findings of this study demonstrate the importance of these factors in order to enhance the relationship between exchange parties. The results show a positive relationship between all of them and trust to build a long-term relationship, except for opportunistic behaviour. Although there is little doubt that communication increases trust and commitment, nevertheless trust also highly influences the quality of communication (i.e. its relevance, timeliness and reliability) (Friman et al., 2002); this type of open communication affects the level of trust in a positive way by

minimising the level of opportunistic behaviour (Morgan and Hunt, 1994; Kwon and Suh, 2005).

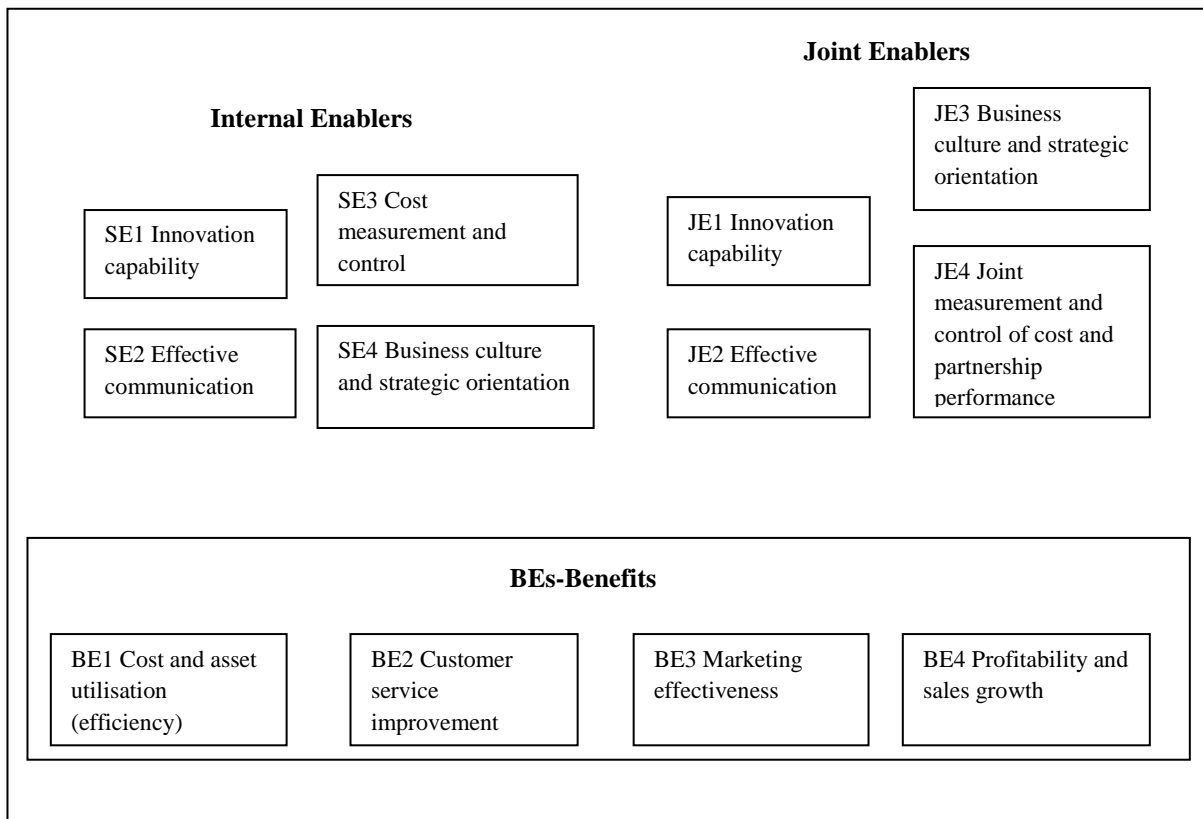
**Figure 2.9 The KMV Model of Relationship Marketing**



**Source: Friman et al., (2002, p. 404)**

Filho et al, (2003) in their study of the nature of benefits of, and the factors which facilitate, successful supply chain partnerships between suppliers and retailers in the United Kingdom's (UK) fresh produce industry as in Figure 2.10, classify these facilitators into intangibles and tangibles. Communication and information exchange as a tangible facilitator co-ordinate the interaction between functional areas. Information availability also improves external relationships within supply chains. The basic argument of their paper is that partnership success will be derived by increasing levels of information sharing and moving from operational and financial information to strategic information, in order to support a business relationship (Filho et al, 2003; Barratt, 2004; Kwon and Suh, 2005).

**Figure 2.10. Enablers and benefits of partnership in UK fresh food industry**

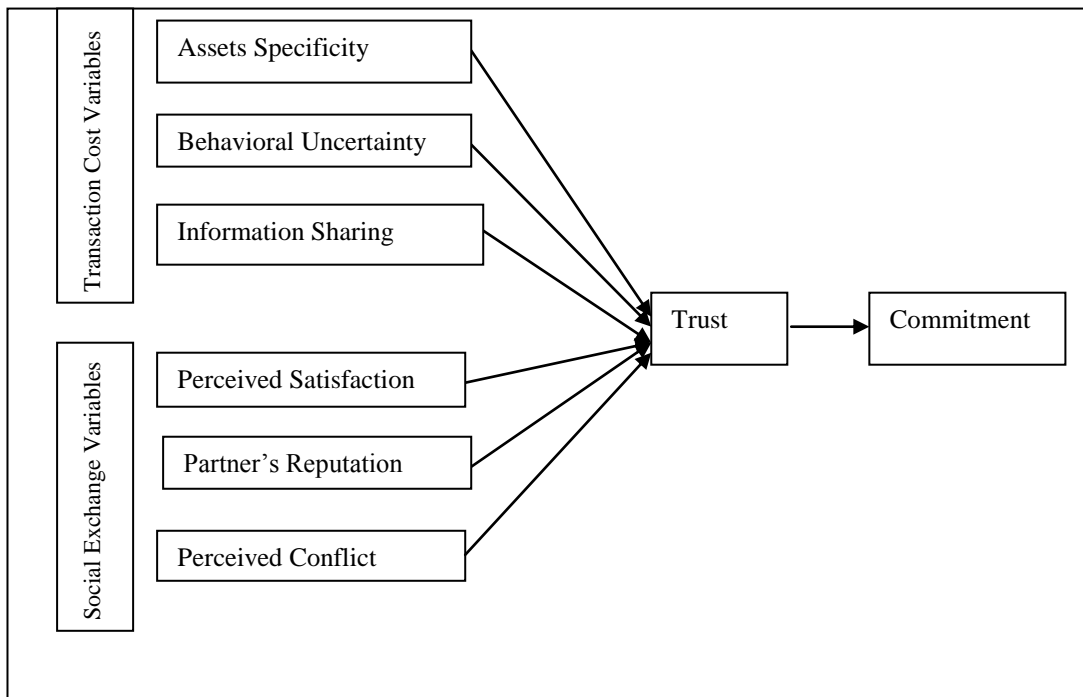


**Source (Filho et al., 2003, p. 64)**

In addition, a two-way flow of information is essential in order to create trust. Information sharing has a positive impact on the level of uncertainty and opportunistic behaviour within supply chains (Doney and Cannon, 1997; Kwon and Suh, 2005).

Trust and commitment have been studied heavily from the viewpoints of management and marketing but less attention has been paid to the supply chain context. Kwon and Suh (2004) aim to fill the gap in the literature by studying the factors that have effect on the level of trust and commitment using factors from both transaction cost theory (e.g. specific assets investments, behavioural uncertainty, information sharing) and social exchange theory (e.g. partner reputation, perceived satisfaction, and partner perceived conflict) (See Figure 2.11), in the supply chain relationships which, in turn, influence the performance of the relationship.

**Figure 2.11. Factors affecting trust-commitment in the SCR**

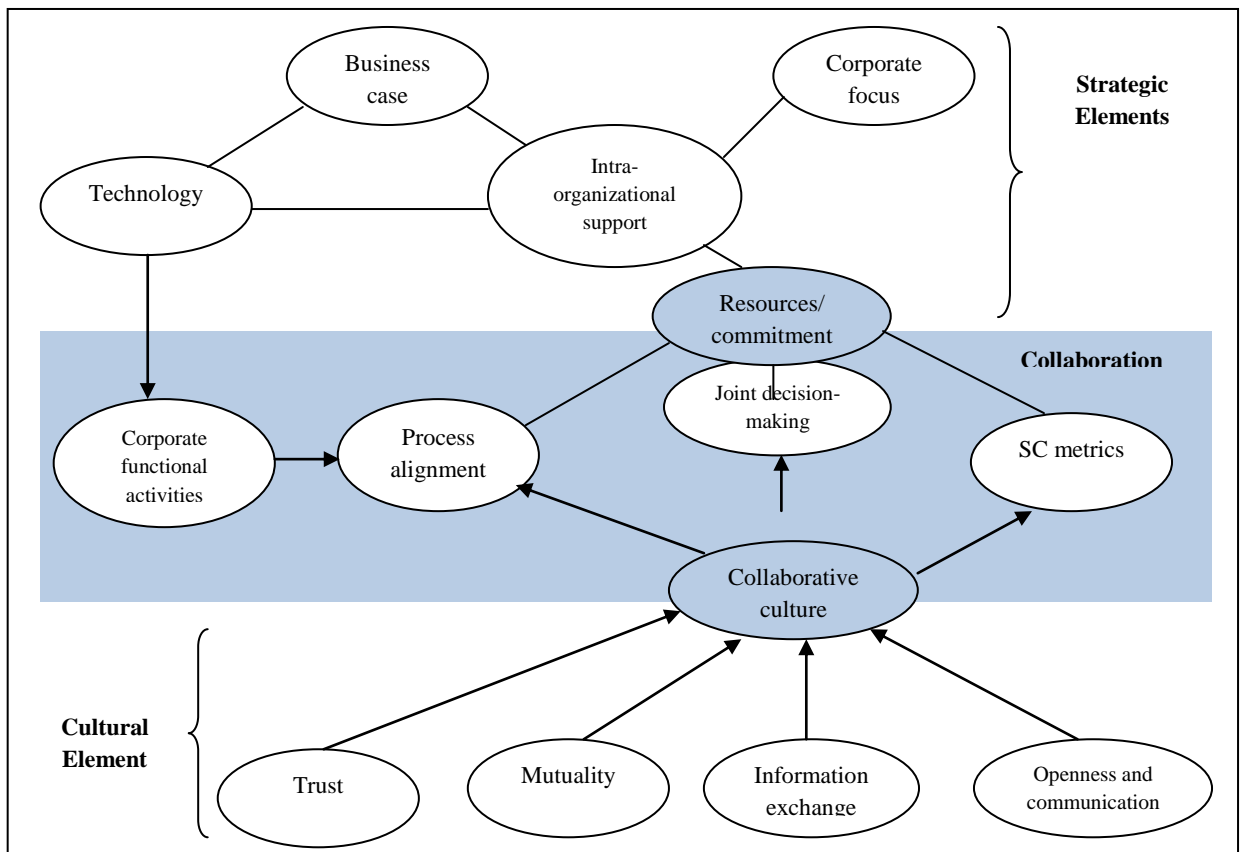


**Source (Kwon and Suh, 2004, p. 6)**

The regression analysis for the collected data shows a number of positive relationships, i.e. a positive relationship between investment in specific assets and trust, also a positive relationship between a partner's reputation and the level of trust. On the other hand, it shows a number of negative relationships, such as the relationship between perceived conflict and level of trust, and a negative one between information sharing and uncertainty; when partners increase the level of information sharing, the level of uncertainty between exchange parties will go down, in turn, influencing trust in a positive way. Finally, commitment is highly influenced by the level of trust, which concurs with other scholars' claims (e.g. Morgan and Hunt, 1994).

While these scholars focused on studying the factors influencing the relationships (e.g. trust, commitment, information sharing, etc.), Barratt (2004) focused on understanding the collaboration and how corporate culture (i.e. trust, mutuality, information exchange, and openness and communication), strategic elements and implementation (i.e. technology, business case, intra-organisational support and corporate focus) impact upon the collaboration (Figure 2.12).

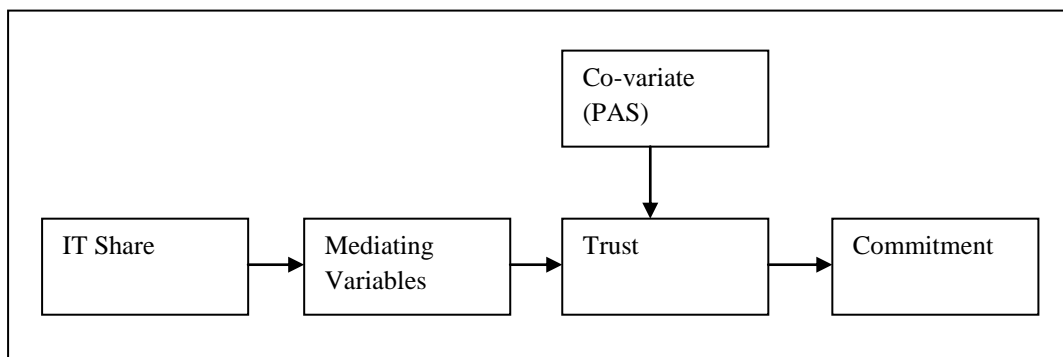
**Figure 2.12. Cultural and Strategic elements and Collaboration**



**Source (Barratt, 2004, p. 36)**

While the variables of Kwon and Suh (2005) are not truly new in the literature, linking the variables using the path analysis created the originality of their paper. Figure 2.13 aims to examine the relationships between several constructs drawn from transaction cost analysis and social exchange theory.

**Figure 2.13. Proposed Research Work**



**Source (Kwon and Suh, 2005, p. 27)**

Mail questionnaires sent to the respondents in the Midwest region of the United States resulted in a 9.5% response rate. The path analysis results show a firm's trust in their partner is highly significant with specific assets investment and social exchange theory. Also, information sharing reduces the partner's uncertainty behaviour which, in turn, enhances the level of trust. In addition, the level of commitment is highly related to the level of trust, which supports Morgan and Hunt's (1994) hypothesis.

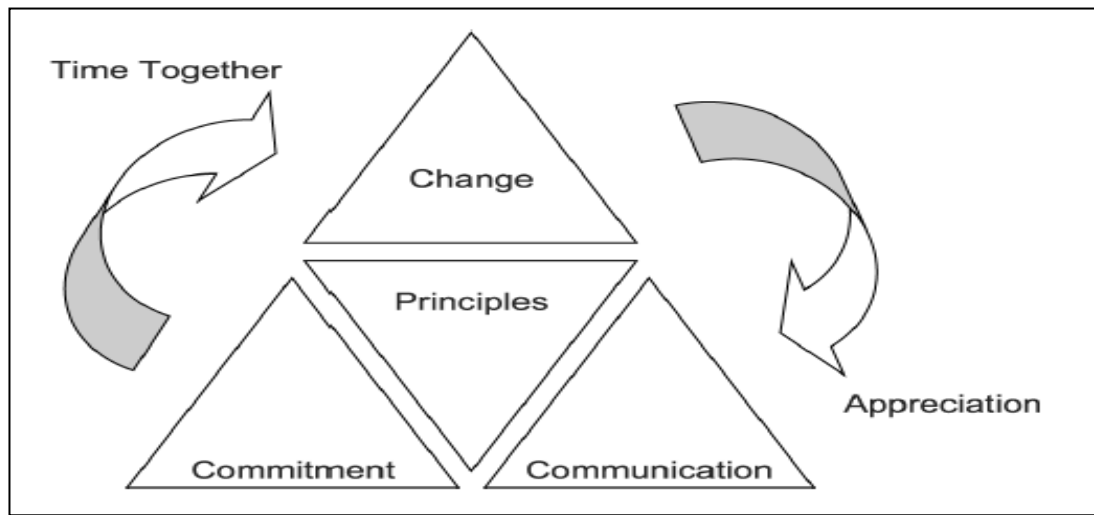
Most of the research investigated the factors, which influence the partner relationships in the competition conditions. Humphries and Wilding (2004) appear to be the only ones who examined the long-term business relationships in monopolies' conditions without confusing the market competition. They focused on trust and Co-operation, Co-ordination, and Collaboration (i.e. C<sup>3</sup> behaviour). The results show a direct correlation between trust and the degree of contribution in the relationship (i.e. Co-operation, Co-ordination, and Collaboration) and success of business relationships.

While Humphries and Wilding (2004) established C<sup>3</sup> behaviour from their view of the marriage relationship and how this type of relationship requires certain actions in terms of tolerance, forbearance and reduction in freedom in order to ensure success, Bullington and Bullington (2005) aim to apply the results of successful family relationships into supply chain management to improve critical business relationships.

The proposed model Figure 2.14 shows commitment and communication as foundations of the model, then the ability to deal with crises and unexpected events are the reason for partnership to avoid most of the crises which need for continuous improvement. Principles are at the centre point of the model due to their argument that principles "are naturally valid and don't depend on a particular person's values" (Bullington and Bullington, 2005, p. 195), and the one who depends on strategies rather than principles will eventually fail. The principles of customer-supplier relationships are fairness, honesty, service and continuous improvement and should be agreed between customer and supplier, which are explained in the literature as shared goals. Spending time with the partner is the surest way to build a trust between exchange parties. The quality and quantity of the time are important to

enhance the level of trust; the time partners spend with each other is a demonstration of relationship commitment. The last component in the model is ‘appreciation’ for the improvement, commitment and survival through crisis. Although the proposed model is supported in the literature (i.e. shared goals, communication, trust, commitment, flexibility, improvement, etc), the model failed to introduce the performance dimension as being necessary to maintain long-term relationships.

**Figure 2.14. Foundation and Principles of Supply Chain Relationships**



**Source (Bullington and Bullington, 2005, p. 193)**

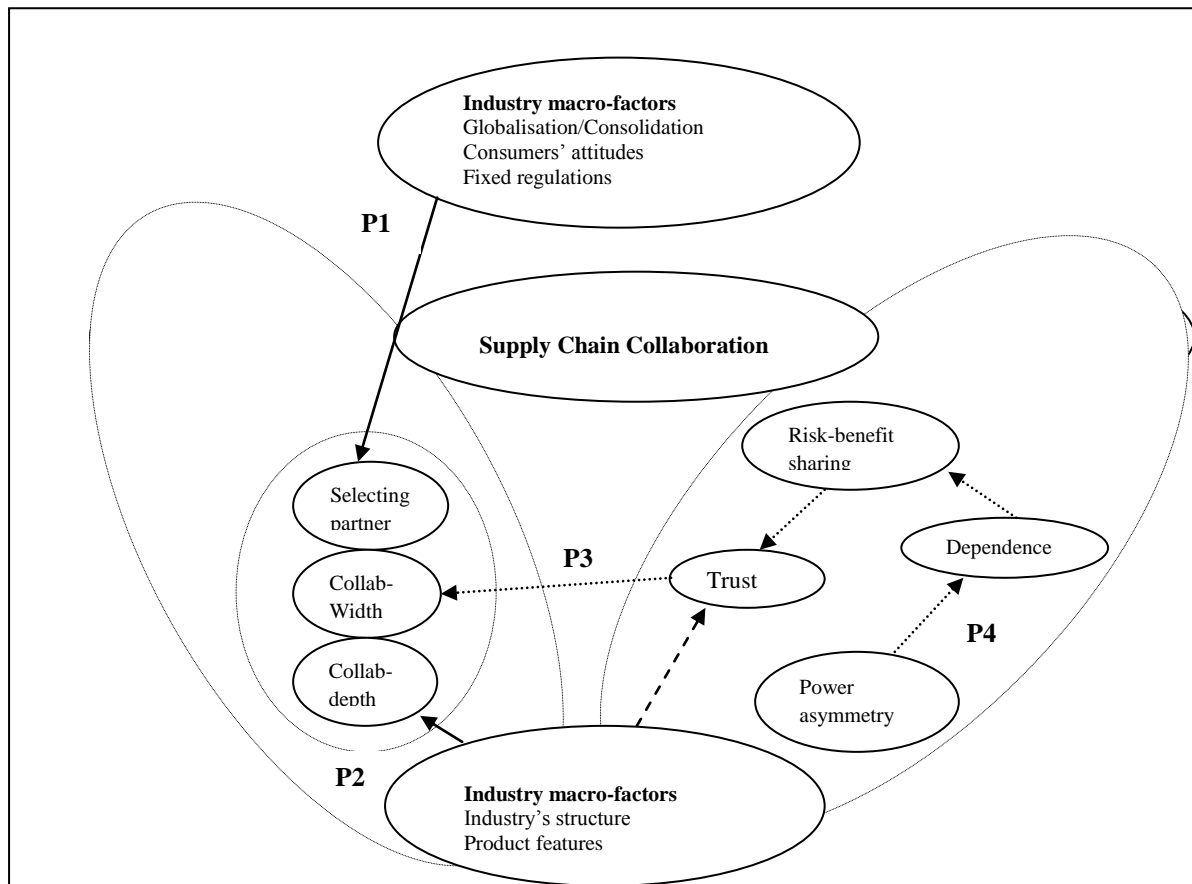
Goffin et al., (2006) argue that although the literature studied the advantages of close-operation, the specific attributes of close supplier-manufacturer relationships are not fully understood. In order to demonstrate this gap the researchers conducted 39 in-depth interviews within 18 medium-sized companies from the manufacturing sector in Germany, using a repertory grid technique from psychology to explore the close relationships from the manufacturers’ point of view. Although there were limitations in the sample size, which did not represent the whole manufacturing industry, and limited discussion regarding the manufacturer’s view in the dyadic relationship, the results enable the researchers to differentiate between a variety of conditions that lead to such a relationship. The results show that certain attributes of supplier performance are more important than others; flexibility, delivery performance, quality and price have the similar level for supplier performance. The findings demonstrate that to be successful, suppliers need to provide a full service for the manufacturers. Finally, the manufacturer has to build a portfolio of supplier relationships as not all of them can be close relationships.



Scholars tried to contribute through different sectors or methodologies while they were discussing the concept of relationships or collaboration between exchange parties. While scholars focus on large-sized companies, the work of Matopoulos et al., (2007) aims to analyse the concept of collaboration within the supply chain in the agri-food industry, in particular in small/medium-sized enterprises (SMEs). The agri-food industry is dominated by SMEs in Europe, which gives more importance to the latter's work. The scholars presented their framework in Figure 2.15, which distinguished between the collaboration's activities in design and the government of supply chain activities, and the establishment and maintenance of supply chain relationships. In addition, the conceptual framework considers the macro-level factors (e.g. globalisation, consumer attitudes, regulations and laws of the industry, and consolidation of the industry) and micro-level factors, such as the structure of the industry and specific features of the product. The research employed the case study approach by conducting in-depth interviews within two companies (i.e. a single case study) operating in the Greek market. The findings show that while there is a true need for supply chain collaboration in the agri-food industry, there are some determinants that arise in the market, such as the structure of the industry and the nature of the product. In addition, it is limited to operational and logistical activities related to the industry. The study was limited to a single case study, which requires further research with more relationships to test the replication results. In addition, more research is required in the entire supply chain rather than a dyadic relationship.

Kanter (1994) reports on a project based on 37 companies, both large and small, and their partners from 11 countries, from both manufacturing and service industries in which many types of alliance were involved. The research included a number of established alliances (over 20 years) and some that were only recently formed. Over 500 interviews were conducted. Kanter's research identified a continuum of relationships, from weak to strong relationships. Here the research suggests that when the commitments tend to be high, the partners tend to develop joint activities in a number of functions. The study classified the relationships into five dimensions, which are: strategic, tactical, operational, interpersonal and cultural relationships depending on depths of the relationship.

**Figure 2.15. A conceptual framework of collaboration development in the agri-food supply chain**



**Source: Matopoulos et al., (2007, p. 178)**

An interesting finding was the cultural differences that were soon to exist. North American companies take a very narrow, opportunistic view of relationships, evaluating them strictly in financial terms. They frequently neglect the political, cultural, organisational and human aspects of the partnership. By contrast, Asian companies are the most comfortable with relationships, and therefore they are the most adept at using and exploiting them. European companies fall somewhere in the middle (Kanter, 1994; Gattorna and Walters, 1996).

The literature focused on the Western organisational setting to build a relationship between exchange parties. During the last decades the literature moved to a non-Western setting to cover this shortage in the literature. Humphreys et al., (2001)'s study aims to examine the relative importance of criteria required by Hong Kong's large firms when building a collaborative relationship with their strategic supplier. The scholars studied 14 criteria (e.g. quality measures, cost, logistics, lead times, communication, problem-solving, packaging, etc). The questionnaires were

distributed throughout electronic, engineering, toy and textile companies and resulted in a 24% response rate. While the findings show that problem-solving skills, capacity, and logistics respectively were the highest scoring criteria in order to build a collaborative relationship with the suppliers, environment, lead time and packaging were the least demanding criteria for the large Hong Kong firms.

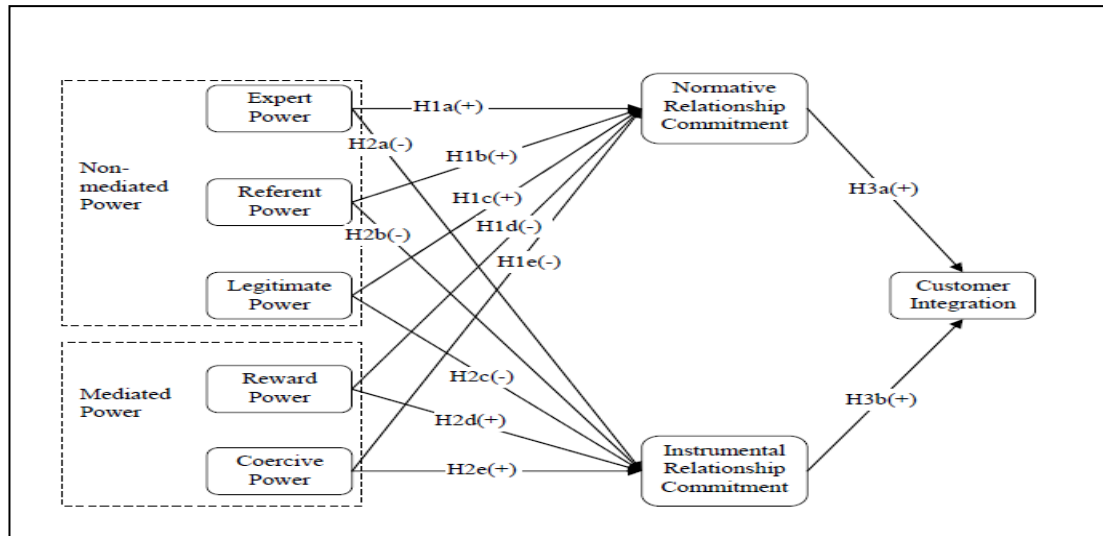
The scholars used the same instrument, which they used before in the UK, to explain the regional differences. While the literature supports the cultural differences, the findings show that there is no difference in the criteria between the two regions due to the fact that Hong Kong has a colonial legacy, which results in combining Chinese and Western management philosophies into their managerial practices. Despite these similarities in the results, the scholars recommended considering '*guanxi*' (i.e. personal relationships) and '*mianze*' (i.e. face) in order to initiate a collaborative relationship in Chinese/Hong Kong firms.

Zhao et al., (2008) extends the power-commitment relationship theory into a non-Western setting (i.e. China). The study examines the impact of customer power and relationship commitment between manufacturers and customers from the manufacturer's viewpoint. In order to test the research's hypothesis Figure 2.16 shows the data collected from manufacturing companies in China. The results show different types of power influence a manufacturer's relationship commitment. Reward, expertise and referent powers influence a manufacturer's normative relationship commitment, while coercive and reward powers are important in improving instrumental relationship commitment. The researchers interpreted the results in the light of the national culture in terms of power distance and collectivism (i.e. *guanxi*) in order to provide a new perspective for supply chain integration.

After scholars' attempts to investigate the factors that influence dyadic business relationships and a few attempts to study the research phenomena in a non-Western context, the scholars started looking to extend their knowledge on triadic relationships. Wu and Choi (2005) present eight case studies that describe supplier-supplier relationship in the buyer-supplier triad. Using the ground theory (i.e. theory-building methodology), scholars identified five classifications of supplier-supplier relationships into triad relationships (i.e. conflicting, contracting, dog-fighting, networking and transacting). In addition, the antecedents condition these

classification and performance implications. The contribution of their study goes beyond the theoretical contribution of classifying the supplier-supplier relationships towards a practical one where the managers can benefit from this classification to improve their relationships as a buyer with their suppliers, and improve the performance.

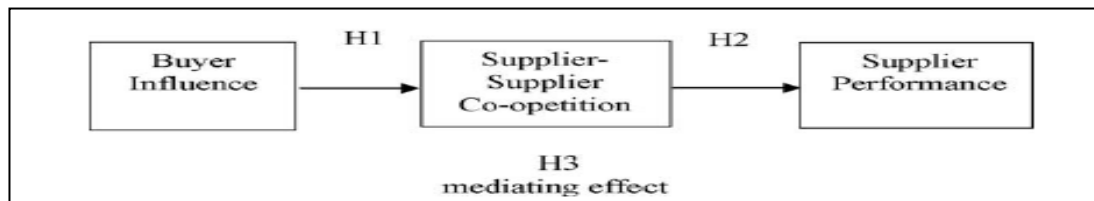
**Figure 2.16. Customer’s power-manufacturer’s relationship commitment in a Chinese supply chain**



Source (Zhao et al., 2008, p. 375)

Wu et al., (2010) examine the supplier-supplier relationship (i.e. co-opetition) in buyer-supplier-supplier triads, focusing on how this type of a relationship impacts upon the supplier’s performance Figure 2.17.

**Figure 2.17. Proposed model supplier-supplier co-opetition in buyer-supplier-supplier triad**



Source (Wu et al., 2010, p. 116)

Wu et al., (2010)’s work was the first study to examine the performance benefits of the co-opetition relationship (i.e. supplier-supplier relationship), and the first attempt to collect data from a matched triad relationship (i.e. the buyer and its competing suppliers). The data were collected from 43 pairs (supplier-supplier co-opetition) in

aerospace-related manufacturing resulting in a triad set. The data were collected through telephone interviews with the buyers then followed up by mailing a questionnaire to the two suppliers. Although the research was limited to one industry and the small sample size limited generalisation, the results show that the buyers influence the supplier-supplier co-opetition and the level of that influence depends upon the nature of product technology and purchased quantities. Also, the results did not support the hypothetical supplier-supplier co-opetition with supplier performance. In addition, the supplier-supplier co-opetition did not mediate the relationship between the buyer's influence and supplier performance.

Bastle et al., (2012)'s study aims to examine a buyer's adoption of servitisation strategy (i.e. manufacturers are adopting a strategy of bundling products and services into integrated solutions) and its implications with its suppliers. The researchers use the case study approach to examine a triadic relationship between one buyer and two of its suppliers. The paper employed an in-depth interview method, using a semi-structured questionnaire as a data collection instrument to investigate the employees' perspectives at different organisational levels. The researchers found that there are overarching implications of servitisation adoption for buyer-supplier relationships. The implications are notable in all five relationship connectors (i.e. information exchange, operational linkages, legal bonds, cooperative norms and buyer and supplier adaptation). Parties expected more of information flows, operational linkages were strengthened and changes in the structural arrangements of relationships were witnessed. Legal contracts are complemented by relational norms.

Mena et al., (2013) go beyond the supplier-supplier relationship in the triad relationship, to multi-tier supply chain management (MSCs) (i.e. buyer-supplier-supplier's supplier relationship). The data were collected from three case studies from different resources (i.e. interviews, site visits, workshops and documentation) in the UK's food sector. Although the research is limited to one industry, the results show the dynamics of resource-based power balance inherent in MSCs. Also, the closed structure relationship provides a governance mechanism that has tighter self-enforcing agreements and stronger informal social controls, which are reflected in a greater sense of interdependence. While closed MSCs offer stronger perceptions of stability but require additional resources, open MSCs offer weaker perception of stability and few management resources.

The existing literature focused on studying the factors (e.g. trust, commitment, uncertainty behaviour, opportunistic behaviour, termination cost, etc) which influence the building/or maintaining of business relationships between exchange parties (e.g. Morgan and Hunt, 1994; Friman et al., 2003; Kwon and Suh, 2004; etc). The literature has made significant progress into supply chain relationships. Firstly, the literature has moved beyond dyadic relationships to consider more complex relationships, such as triadic relationships (e.g. Wu and Choi, 2005). Secondly, although the research area is still relatively new and needs more research to understand fully the nature of the relationships and how those factors influence the buyer-supplier relationships, nevertheless the scholars took a significant step towards expanding the literature and started looking for a new dimension inside the business relationship, which impacts the business relationships on performance (i.e. organisational performance, supply chain performance) (e.g. Wu et al., 2010; Autry and Golicic, 2010). The literature on performance will be discussed later (Section 2.3.3).

Thirdly, another aspect of the remarkable progress that has been made in the buyer-supplier relationship studies over the last years is a new emerging into the literature of buyer-supplier relationships context that should move beyond the same context and consider more complex dynamics of relationships, such as the influence of national culture on buyer-supplier relationship (e.g. Cannon et al., 2010). This new trend in the literature will be discussed in section 2.3 (SCR through the lens of the Middle Eastern values)

## **2.7 Summary**

This discussion about SCM has been presented as a background of research phenomena. It incorporated SCM definitions, objectives, scopes and the evolution in business strategies. The inter-related objectives of SCM work to enhance the competitive position of a firm in the market by increasing the level of customer satisfaction and in turn, the profitability of the organisation. To achieve SCM objectives, scholars identify its scope as functional (within the organisation), and organisational (between organisations). This section also supported the proposition that no firm is isolated and that the integration should take place outside the firm's boundary.

This section also discussed the importance of moving from an ‘arm’s length’ to a ‘partnership’ model, in order to help the organisation meet the rapidly changing business environment and to achieve the ultimate SCM objectives. A partnership is collaboration between two organisations in order to create a ‘win-win’ situation for the exchange parties. In order to achieve such a ‘win-win’ situation, scholars identify a number of social factors, which enhance and improve the buyer-supplier relationship (e.g. trust, commitment, information-sharing, opportunistic behaviour, etc).

In today’s globalised market, firms establish partnerships with foreign organisations in order to enter new markets and meet the demands of customers in their countries of origin (House et al, 2001; Pagell and Sheu, 2005). This new trend has incited scholars to discuss the impact of culture on operations management and SCR (Cannon et al, 2010), as business relationships are built in a situation where there are shared values and norms, and this is the subject of the next section.

The next section offers a review of national cultural definitions, along with a critique of national cultural models and a discussion of studies, which have investigated the role of culture in business environments, particularly SCRs.

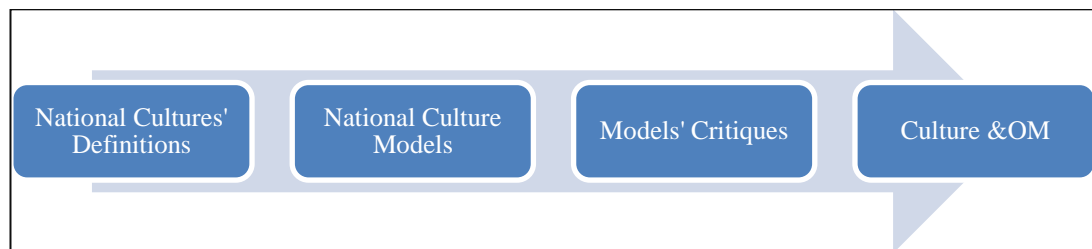
## **2.2. National Culture**

### **2.2.1 Introduction**

Given the importance of globalisation to both practising managers and fellow academics, a further area of research appears in the form of the study of analysing the impact of culture upon conducting business. The next section aims to provide a brief background about national culture – See Figure 2.18. It starts by providing various definitions of culture. It then presents a range of national cultural frameworks (i.e. models), in particular, Hofstede’s framework as the most cited cultural framework. It has been replicated, at least on a number of dimensions, into many cross-cultural studies, until the GLOBE became the most comprehensive cross-cultural study in terms of range of countries and number of responses. In spite of the growing criticism of Hofstede’s framework, which is well-known among scholars, it is still the best-known cultural study, and the main and most common

critique of national culture models in the literature. As this study attempts to explore the research phenomena through the lens of the Middle Eastern cultural values with a particular focus on Jordan, the culture profile of the Jordanian society is then presented. The chapter ends with a summary of the key issues discussed and a link with the next chapter.

**Figure 2.18. A summary diagram for national cultures' section flows**



### 2.2.2 Definitions of Culture

National culture, as a set of norms, values, attitudes and behaviours (Tayeb, 1997), has no standard definition, thus making it difficult to define the term precisely. Culture is not a uni-dimensional concept, i.e. there is no universal set of dimensions (Hope and Mühlemann, 2001; Javidan and House, 2001; Pagell and Sheu, 2005; Metters, 2008). Hofstede and Hofstede (2005, p 4) define culture as *“the collective programming of the mind that distinguishes the members of one group or category of people from others”*. In this regard, Hofstede and Hofstede’s definition distinguishes culture from human nature on the one hand and from an individual’s personality on the other (Yaganeh, 2007).

Namenwirth and Weber (1987) cited in (Doney et al., 1998, p 607) define culture as *“a system design for living”*. Clark (1990) cited in Doney et al. (1998, p 607) defines culture as *“a distinctive enduring pattern of behaviour and/or personality characteristics”*. Doney et al., (1998, p 607) go along with Hall’s (1990) definition of culture as *“a system for creating, sending, and processing information”*. Doney et al., (1998, p 607) cited Hill’s (1997) definition of culture as *“a system of values and norms that are shared among a group of people and that when taken together constitute a design for living.”* The scholars see culture as a system of values and norms, which work in an interrelated pattern to enhance their way of life.



Since there is no specific definition for the term ‘culture’, Yeganeh and Su (2007, p 337) described Kroeber and Kluckhohn’s (1952) definition as a very comprehensive one, in that “*culture consists of patterns, explicit and implicit of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artefacts; the essential core of culture consists of traditional ideas and especially their attached values...*”. Yeganeh and Su (2007, p 337) cited Schine’s (1992) definition of culture as “*a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.*”

In a similar vein, GLOBE defines culture as “*shared motives, beliefs, identities and interpretations or meaning of significant events that result from common experiences of members of collectives and are transmitted across age generations*” (House et al., 2001, p 494; House et al., 2002, p 5). As with many other scholars, those of the GLOBE project agree that the culture is a system that results from experience and transmits from one generation to another as a lifestyle and a way to solve the problems of the individual.

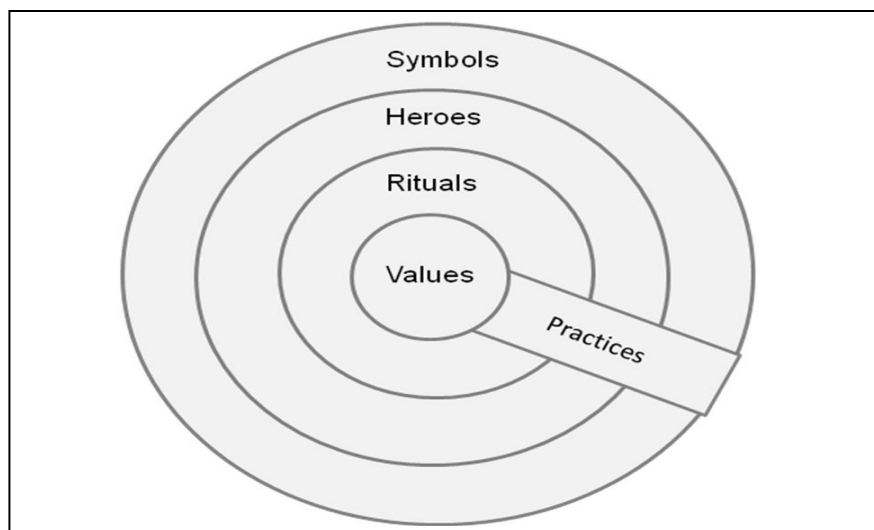
The common definition between scholars in this area is best reflected in Hofstede’s definition as a mental programming shaping our values, attitudes and behaviours (Morden, 1999; Fang, 2003; Chiang, 2005) to build our personality and characteristics, which allows us to adapt with the external environment according to our similarities with others on the one hand, and differentiates us from others on the other. This mental programming is a system explicit and implicit of our norms, values, attitudes and behaviours of shared ideas and assumptions, inherited from one generation to the next and taught to new members, to act according to these assumptions to integrate with the environment (i.e. society) and to help them to solve their problems. Culture provides guidelines about how things should be and how to interpret behaviours and situations. It forms a set of parameters (i.e. values and beliefs) and practices (formal and informal), which is significant as beliefs are how people perceive things to be done in their countries. Values are the aspirations as to how things should be done by the members of a society to increase its benefits

(Javidan and House, 2001; House et al., 2001; House et al., 2002), the importance of practices being to enhance and improve values (Javidan and House, 2001).

### 2.2.3 Layers of Culture

Values and practices, as part of the layers of culture, are described as part of an ‘onion diagram’, which classifies the layers of national culture – (see Figure 2.19). *Symbols* are “words, gestures, pictures, or objects that carry a particular meaning only recognised as such by those who share the culture” (Hofstede and Hofstede, 2005, p. 7). For example, the flag of Jordan: the flag represents the country and its citizen all over the world - the flag consists of horizontal black, white and green bands that are connected by a red chevron. Jordan uses Pan-Arab colours as its national colours. The origins of these colours are black from the Abbasid flag, white from Umayyad, green from Fatimid caliphates, and red as a symbol of Arab revolt. Also, ‘Black Iris’ is the national flower of Jordan and can be found all across the country, particularly in the Karak Governorate. It blooms in the spring with dark black petals and is a national symbol of growth, renewal and change (<http://en.wikipedia.org>).

**Figure 2.19. ‘Onion Diagram’; National Culture’s layers**



**Source: (Hofstede and Hofstede, 2005, p. 7)**

*Heroes* are “persons, alive or dead, real or imaginary, who possess characteristics that are highly prized in a culture and thus serve as models for behavior” (Hofstede and Hofstede, 2005, p. 7), for example, King Hussein Ibn Talal (King of Jordan 1935-1999) or Wasfi Al-Tall, who was prime minister of Jordan (1919-1971) - in

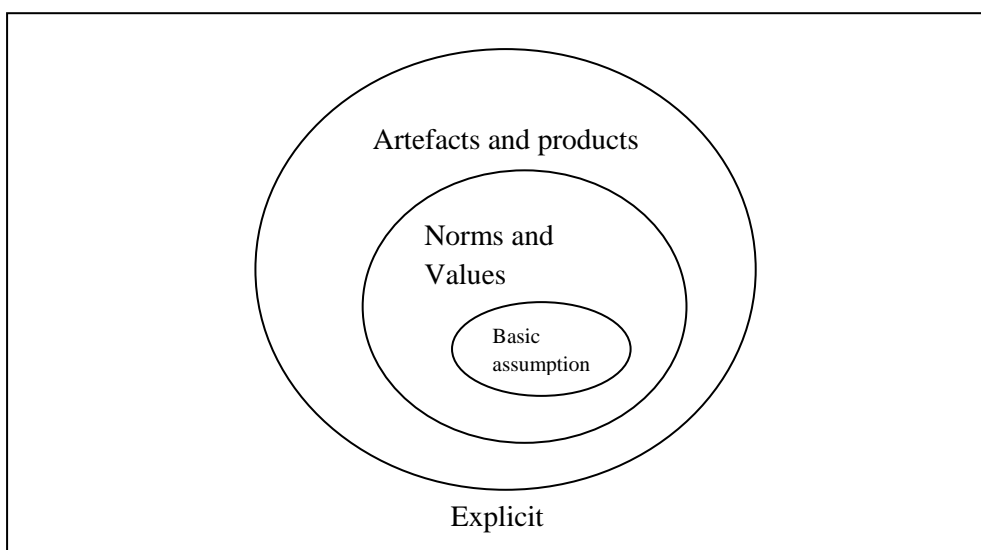
1971, he was assassinated by the Black September unit of the Palestine Liberation Organization outside a Cairo hotel.

*Rituals* are “collective activities, technically superfluous to reaching desired ends, but which within a culture are considered as socially essential” (Hofstede and Hofstede, 2005, p. 8). Arabic coffee ‘Al-Qahweh’ is a general name that refers to the coffee prepared in many Arab countries, such as Jordan and Saudi Arabia. Qahweh is a traditional beverage in Arabian culture, and served for guests with a little shot in small cups. Usually, the guest starts moving the cup the second time, which means it is enough; otherwise, the hostess has to offer the guest more until (s)he says ‘Thank you’.

In Figure (2.19) symbols, heroes and rituals are all under the term ‘practices’. They are visible to an outside observer; their cultural meaning, however, is invisible and lies precisely and only in the way these practices are interpreted by the insiders.

Values are the core of culture; values are “broad tendencies to prefer certain states of affairs over others” (Hofstede and Hofstede, 2005, p. 8). Trompenaars and Hampden-Turner (1999, p. 21), in their discussion of a cultural model, define layers of culture as implicit, explicit, and norms and values (See Figure 2.20).

**Figure 1.20. Trompenaars and Hampden-Turner’s cultural layers**



**Source: (Trompenaars and Hampden-Turner, 1999, p. 22)**

The outer layer, the explicit products, includes the symbols of culture (e.g. language, food, art, etc.). The middle layer includes the norms and values; norms deal with that which is 'right' and 'wrong'. Norms can develop on a formal and informal level (i.e. written laws, social control). While norms deal with 'how we should behave', values deal with 'how we aspire or desire to behave' (Trompenaars and Hampden-Turner, 1999, p. 22). The core of the model is the assumptions regarding existence, the most basic value of which is survival, and the best way to test this is when we ask a question that provokes confusion or irritation (for more details see Trompenaars and Hampden-Turner, 1999, p. 23).

#### **2.2.4 Cultural Dimensions**

By reviewing definitions of culture it appears that it is a complex term and difficult to operationalise. To overcome these difficulties in cultural studies researchers have grouped the similarities between groups according to language, religion, history, legal system and political system rather than by geography, and have labelled such things 'cultural dimensions' (House et al., 2001; Dastmalchian et al., 2001; Pagell and Sheu, 2005; Waldman et al., 2006). Since the complexity of the term cross-cultural studies scholars have posited different frameworks according to their categorisation of either the single dimension model or the multi-dimensional model in order to simplify understanding and measuring the term 'culture' (Morden, 1999, p 19) (e.g. high context vs. low context; Monochromic and Polychromic, Hofstede's model, GLOBE, Schwartz, Trompenaars).

##### **2.2.4.1 Single Dimension Models**

###### **i. Hall's Communication Orientation (High and Low Context Cultures)**

Hall differentiates between high context and low context cultures; context is defined as how individuals seek for information and knowledge (Morden, 1999). People in high context societies (e.g. Japanese, Arabs, Mediterranean) have extensive information networks among family, friends and colleagues (Hall and Hall, 1990). As a result they obtain the information from personal networks; they take decisions after discussing them with their friends and relatives. "Shura" (consultation), as one of the Middle Eastern countries' values, depends on surveying group (e.g. family, friends, managers) opinions regarding a specific decision, and the final decision is

based upon the group decision rather than individual ones, thus sharing the risk. The communication style of the high context culture includes a lot of implicit messages between people due to the fact that they do not like to say anything bad about friends or colleagues directly, in order to save face in front of others. In addition, they do not have to give detailed messages as all the information is available between the members of the trusted group (Javidan and Dastmalchian, 2003). People in low cultural context societies (e.g. Americans, Germans and Swiss) separate their personal relationships, work, and many aspects of day-to-day life (Hall and Hall, 1990). They obtain a decision from a research base; they listen to friends' and relatives' views, but lay more emphasis on the use of research, reports and data, they see information technology as a supplementary resource of knowledge, therefore, the final decision depends on the individual, and the individual him/herself carries all the risks of taking such a decision. However, the communication style has to be direct and to the point in low context culture (Hall and Hall, 1990).

Although Hall's model is one of the dominant theoretical frameworks for interpreting intercultural communication, it has several limitations. First, Hall's model presentation was vague. He did not mention his method of developing his model. In addition, Hall ranked cultural groups rather than national culture. Second is the methodological concern; Hall provided few indications about how he collected the data, several of his comments imply that he did so primarily via qualitative interviews and observation (Cardon, 2008). Also, the framework is based on a different time period from different nations (Liao, 2011). Even some of these cultures, such as Arabic and Scandinavian, are too cross-culturally heterogeneous within the culture to be accurate. Moreover, national cultural norms and values of other countries (e.g. China, Brazil) were seen to be ignored in Hall's cultural studies. In conclusion, Hall's cultural model still needs to be further empirically validated (Liao, 2011).

## **ii. Hall's Time Orientation (Monochromic and Polychromic Cultures)**

The monochromic and polychromic culture concern is about how to deal with the time. People in monochromic cultures (America, Switzerland and Germany) see time as money; they do one thing at a time (Hall and Hall, 1990; Morden, 1999). While some individuals from outside of that culture may see that as a rigid, inflexible and

overly serious system, which influences the perception of those individuals on the outcomes of the meetings or negotiations, as inflexible partners, that they cannot handle a business with them in the future, others perceive it as one of the professionalism habits that encourage the person to seek conducting business with this person or organization, and enhances the trust between the involved parties as they find spending time as an investment so no-one is willing to lose it.

Polychromic cultures, such as that of Arabs, are flexible when dealing with time. People tend to do many things at once (Hall and Hall, 1990); for example, they will reply to emails, make phone calls and sometimes present a new person to others while they are conducting a meeting; they are not interested in time schedules and often do things spontaneously. This way of dealing with time may give the other party of a business a feeling of unprofessionalism of the person, which may impact on the level of trust in that person or the organization as a whole, or disrespect for him/her especially if it is the first meeting between the involved parties and that person is not familiar with this type of cultural practice.

### **iii. Fukuyama's Analysis of Trust**

Fukuyama analyses the relationship between trust, social capital and the development of organisation and management (Morden, 1999). He compares high trust with low trust societies. High trust cultures can organise the work place on a more flexible and group-oriented basis, with more responsibility delegated to lower levels of the organisations. In contrast, low trust cultures must fence in and isolate their workers with a series of bureaucratic rules (Morden, 1999). In family-orientated societies, the primary avenue to sociability and community is family or broader forms of kinship, such as tribes or clans. Societies that have strong family ties, but weak bonds of trust among unrelated people, will tend to be dominated by family businesses (Morden, 1999).

#### **2.2.4.2 Multi-Dimensional Models**

The literature has many multi-dimensional models (e.g. Hofstede, GLOBE, Trompenaars and Schwartz); the next sections will review Hofstede and GLOBE, and then Schwartz and Trompenaars. This will be done for the following reasons: Hofstede is the most cited cultural model in the literature (Fang, 2003, Chiang, 2005;

Liao et al., 2010), whereas GLOBE is the most updated framework, both of them having common cultural dimensions with the reality that GLOBE dimensions are more extended than those of Hofstede. Hofstede (2006) states that GLOBE starts from Hofstede's five dimensions then expands it to nine dimensions. They split collectivism into institutional and in-group collectivism, and masculinity-femininity into assertiveness and gender egalitarianism. Long-term became future orientation, and they added human orientation and performance orientation. In the present research the discussion will follow the same classification but the researcher will add the human orientation to collectivism, and performance orientation with future orientation to shape the long-term vs. short-term dimension - see Table 2.5. Thus, the research will introduce a background of each model before starting to discuss the cultural dimensions.

**Table 2.5. Summary of Hofstede and GLOBE cultural dimensions**

Hofstede's dimensions	GLOBE's dimensions		
Collectivism	Collectivism I	Collectivism II	Human Orientation
Power Distance	Power Distance		
Masculinity	Assertiveness	Gender Egalitarianism	
Uncertainty Avoidance	Uncertainty Avoidance		
Long-term vs. short-term	Future Orientation	Performance Orientation	

**Source: Adapted from (Hofstede, 2006)**

**i. Hofstede's Model**

Hofstede (1980) conducted an empirical study in 50 countries, using responses from 116,000 questionnaires to evaluate and judge differences of personal perceptions across countries. Hofstede conducted a factor analysis of the responses. Based on his findings, Hofstede's cultural dimensions were developed to differentiate subjects from different countries, which have since been widely used in academic literature. The four dimensions that arose from his study are (Morden, 1999; Hofstede and Hofstede, 2005; Pagell and Sheu, 2005; Wiengarten et al., 2011).

- Power distance: *“the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally”* Hofstede and Hofstede (2005, p 46).
- Uncertainty avoidance: Hofstede and Hofstede (2005, p 167) defined it as *“the extent to which the members of a culture feel threatened by ambiguous or unknown situations”*.
- Individualism versus collectivism: *“is the degree to which individuals are supposed to look after themselves or remain integrated into groups, usually around family”* (Bik, 2010, p. 74).
- Masculinity versus femininity: Hofstede and Hofstede (2005, p 120) defined this as *“when the emotional roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life”*.

The fifth dimension was added later by a group of Chinese students in 1987 (Fang, 2003, p 350).

- Long-term versus short term: Hofstede and Hofstede (2005, p 210) defined long-term orientation as *“the fostering of virtues oriented toward future rewards, in particular, perseverance and thrift”*, while short-term orientation stands for the past and present.

## ii. **Global Leadership and Organisational Behaviour Effectiveness (GLOBE)**

GLOBE is a multi-phase project examining the inter-relationship between societal culture, organisational culture and organisational leadership, conducted by 250 researchers, collecting data from 18,000 middle managers located in 61 countries (House et al., 2001; House et al., 2002). The GLOBE programme has four phases (House et al., 2001; Dastmalchian et al., 2001; Javidan and House, 2001; House et al., 2002). Phase one is development of research instruments. Phase Two is assessment of the nine dimensions of societal and organisational cultures and testing of hypotheses relevant to the relationships among these cultural dimensions and cultural-level implicit theories of leadership. Phase Three investigates the impact and effectiveness of specific leader behaviours and styles on subordinates' attitudes and job performance, and on leader effectiveness. Phase Four employs field and



laboratory experiments to confirm and establish causality, and extends previous findings. The following section reviews the cultural dimensions from both models' point of view.

- **Power Distance Index (PDI):** GLOBE defined it as “*the degree to which members of an organization or society expect and agree that power should be unequally shared*” (House et al., 2001, p 495; House et al., 2002, p 5). Power distance represents the acceptance of inequality between individuals in the hierarchy, authority, influence, wealth and prestige in each culture (Pagell and Sheu, 2005; Browsers and Price, 2008; Ribink, 2010); although both low and high power distance countries have hierarchical power relationships, they can be interpreted differently (Pagell and Sheu, 2005).

In high power distance society's individuals tend to be stratified socially, economically and politically (Waldman et al., 2006); in the Middle East region as one of the high power distance cultures the status of the individual transfers with him/her to the workplace as well, the power coming from the family name to which the individual belongs or the economical status too, as this reflects on the position that the individual held in the business institutions. Power needs less legitimisation here than in low power distance societies as high power distance societies tend to use more coercive and referent power as managers are less concerned about long-term relationships with stakeholders (Waldman et al., 2006). The individual in high power distance believes that others are in more need of them than they are in need of others. In contrast, low power distance societies expect less differentiation between those with power and those without it; they tend to be more egalitarian and favour stronger participation in decision-making, use legitimate power more through reward systems based on expertise, and subordinates play a greater role in decision-making and discussion (Pagell and Sheu, 2005; Metters, 2008).

- **Individualism/Collectivism:** Individualism describes the relationship between individuals and the loyalty towards oneself or towards a group (Pagell and Sheu, 2005; Browsers and Price, 2008); however, human behaviour can be grouped as individualism or collectivism (Elahee et al., 2002). Individualistic cultures dictate the relationship between individuals and the organisation to which they belong (Pagell and Sheu, 2005). Individualistic societies look after equality, self-expression,

individual freedom and personal achievement (Elahee et al., 2002). On other hand, in collectivist cultures, roles are qualified, and one's primary relationships and loyalties are hereditary, towards an in-group (Elahee et al., 2002). Collectivist societies demand greater emotional dependence from members. The individualism/collectivism affects work values, communication, conflict resolution and distribution behaviour of people (Elahee et al., 2002).

GLOBE extended Hofstede's dimension to *Collectivism I* (institutional collectivism), and *Collectivism II* (in-group collectivism).

- **Collectivism I:** societal collectivism reflects "*the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action*" (House et al., 2001, p 495; House et al., 2002, p 5). Individualistic societies tend to value autonomy and individual freedom. Employees have broad responsibility for individual actions. Rewards are based on individualistic performance because self-interest is more strongly valued than the collective good (Javidan and House, 2001; Pagell and Sheu, 2005). In contrast, collectivism countries have a group harmony and cooperation between individuals. Rewards are designed to recognise the group and not the individual. People prefer similarity to others rather than distinctiveness. They are motivated by other members' satisfaction and cooperation rather than individual autonomy and achievement (Javidan and House, 2001; Pagell and Sheu, 2005).

- **Collectivism II:** in-group collectivism reflects "*the degree to which individuals express pride, loyalty and cohesiveness in their organizations or families*" (House et al., 2001, p 495; House et al., 2002, p 5). Being a member of a family and of a close group of friends is very important to people. Family members and close friends tend to have strong expectations of each other, as family is the cornerstone institution in such societies. Taking care of this expectation is critical to each individual. Since it is unusual to give up helping a family member due to carefulness, or equal employment opportunity, the usual situation is to favour a close friend or family member in recruiting or in allocating rewards and promotion. Making regular references to one's family and especially one's father is quite acceptable and can go a long way in opening doors therefore Wasta (networks) is a very popular phenomenon in the Middle East region as a system to take care of, and

help, family members by powerful members. In other countries family members and close friends do not expect any form of special treatment, and people do not feel an obligation to ignore rules or procedures to take care of close friends.

- **Human Orientation:** House et al. (2001, p 495) and House et al. (2002, p 6) defined human orientation as *“the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring and kind to others.”* Countries with high scores in terms of human relations with high degrees of sympathy and support for others - the weak and the vulnerable - are especially highly valued. Individuals are expected to care for the well-being of others. People are usually friendly, sensitive and tolerant, and value harmony. Parents are expected to monitor their children closely and children are expected to be obedient (Javidan and House, 2001); this description comes in parallel with collectivism as the family is the key institution and the parent is the decision-maker who the children should follow them and respect as their elder with experience of life and in-group loyalty. In contrast, countries with lower scores on human orientation are described as considering self-enhancement as a predominant value, and assertive styles of conflict resolution are preferred. People are expected to solve their own problems and children are expected to be independent (Javidan and House, 2001), which is almost the same as the individualistic style.

- **Uncertainty Avoidance:** House et al., (2001, p 495) and House et al., (2002, p 5) defined uncertainty avoidance as *“the extent to which members of an organization or society strive to avoid uncertainty by reliance on social norms, rituals and bureaucratic practices to alleviate the unpredictability of future events”*. This dimension refers to the extent of risk-taking, tolerance of uncertainty, and members’ desire for rules and regulations in order to avoid anxiety due to uncertainty in their daily lives to cover unpredictable events (Pagell and Sheu, 2005; Hofstede and Hofstede, 2005; Brouws and Price, 2008; Ribink, 2010). Cultures with high uncertainty avoidance reveal a preference for long-term predictability of rules, work arrangements and relationships, clear specification of social expectations, and rules and laws to cover situations as well as an avoidance of risk-taking. Despite this, the Middle East region seems to prefer that individuals depends on “Word” or “Promise” in their lives, and they keep the contracts in business just as the legal paperwork that they need to establish a business; the contract is a back-up for what

they are going to do but it is not an obligation. This may lead us into confusion but the reason for that comes from the collectivism society in which they live; in such societies with strong collectivism a degree of trust between individuals and the word is the legal contract, not the paper-based one. On the other hand, in a low uncertainty avoidance society there is strong tolerance for uncertainty, ambiguity, and an acceptance of more informal actions and risk-taking. People are used to less structure in their lives and are not as concerned about following rules and procedures (Javidan and House, 2001; Pagell and Sheu, 2005).

GLOBE breaks masculinity down into Assertiveness and Gender Egalitarianism.

- **Gender Egalitarianism:** is *“the extent to which an organization or a society minimizes gender role differences and gender discrimination”* (House et al., 2001, p 495; House et al., 2002, p 5). Different countries cope in different ways with regard to gender roles; the dominant role in the majority of societies is the masculine role. The gender pattern is transferred to the societies by families, schools, friends and the media. The dominant patterns for men in societies are autonomous, aggressive and dominant. The gender role appears as helpful, humble and nurturing in feminine societies (Pagell and Sheu, 2005; Broways and Price, 2008; Ribink, 2010).

- **Assertiveness:** is *“the degree to which individuals in organizations or societies are assertive, confrontational and aggressive in social relationships”* (House et al., 2001, p 495; House et al., 2002, p 6). The least assertive societies tend to prefer warm and cooperative relations, and harmony. In contrast, highly assertive societies tend to have a ‘can do’ attitude and value competition (Javidan and House, 2001); this comes with Hofstede and Hofstede’s definition when they differentiate between the role of gender by the characteristics of males and females.

GLOBE breaks long-term orientation down into Performance and Future Orientation.

- **Future Orientation** is *“the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future and delaying gratification”* (House et al., 2001, p 495; House et al., 2002, p 6), Kabasakal and Dastmalchian (2001, p 484) defined it as *“making plans and*

*forecasts and having a long-term perspective in society.*” While countries with a strong future orientation are more disposed to saving for the future and longer-term thinking and decision-making time frames, societies with less future orientation are more disposed to shorter-term thinking and planning horizons, and placing greater emphasis on instant gratification. The Middle East region is more interested in short-term planning as the inhabitants there believe in fate and that Allah (God) has ultimate control over their lives therefore, they live day-by-day and leave the rest to Allah to bring the best for them.

- **Performance Orientation** refers to *“the extent to which an organization or society encourages and rewards group members for performance improvement and excellence”* (House et al., 2001, p 495; House et al., 2002, p 6). In the countries with high scores, training and development is highly valued. People have ‘can-do’ attitudes and believe in taking the initiative. They prefer a direct and explicit style of communication and tend to have a sense of urgency. In contrast, people from countries having the lowest scores on this dimension tend to emphasise loyalty and belonging, view feedback as discomfoting, emphasise tradition, and pay attention to their family and background rather than performance (Javidan and House, 2001). For example, the recruitment depends on who you know rather than on your qualifications, and this is included in ‘Wasta system’ (i.e. the Middle Eastern network system) and the status of power the individuals have to facilitate the businesses.

### **iii. Critiques of Hofstede and GLOBE frameworks**

Hofstede’s framework has received great attention in the literature (Chiang, 2005). Despite its popularity, Hofstede’s framework is surrounded by much methodological and theoretical criticism. McSweeney (2002) criticises Hofstede’s methodology as “fundamentally flawed” (Williamson, 2002). Methodological criticism includes the generalisability of Hofstede’s work’s findings, subjectivity and the method of data collection; generalisability arguments come from the fact that survey respondents are from a single large multinational corporation, namely IBM (Javidan et al., 2006). Bias is also suspected in the sample’s gender (mostly male), middle-class orientation, and occupation (mainly marketing and servicing). Use of one single method of data collection for measurement is too limited and suggests it would be

preferable to use a multi-method research design (Chiang, 2005); the lack of generalisability comes from the sampling approach, level of analysis and validity of construct. The data were collected more than 20 years ago from employees in one organisation (i.e. IBM), which raises the question of the validity and whether the sample of IBM's staff is representative of the national population; IBM is unrepresentative because of the company's selective recruitment (Williamson, 2002) and the data has lost relevance when compared with recent studies (Wiengarten et al., 2011; Pagell and Sheu, 2005). Hofstede assumes that questionnaire responses from each country represent the values of the national culture. McSweeney dismisses this position by explaining the existence of organisational and occupational cultures, and a variety of values within nations. Thus, uniform national cultures are inconsistent with Hofstede's findings. Hofstede found a variety of responses among individuals within a country, and considerable overlap in responses of individuals from different countries, since Hofstede's models found that responses by individuals did not correlate in the same way as average responses of such countries. The model is based on the average tendency for each national group of respondents (Williamson, 2002). Questionnaire responses reflect gaming; this is a challenge to the reliability of Hofstede's data. If the data are unreliable, then the validity of Hofstede's interpretation of cultural scores based on them is overturned (Williamson, 2002), McSweeney rejects the derivative cultural dimensions of the questionnaire; Hofstede's dimensions are too simple and cannot capture the richness of national culture. Thus, Hofstede's dimensions may be seen as manifestations of national culture, rather than as a direct measure of national culture (Williamson, 2002), and demonstrate the failure to transfer the findings to more specific cultural values and norms of other nations (Liao et al., 2010); Hofstede's first four dimensions are empirically based on his studies of IBM employees in 53 countries. The fifth dimension is not constructed on the same empirical ground; rather, it is based on the college student samples collected in 23 countries (Fang, 2003).

As regards theoretical concerns, Hofstede's model is mainly challenged on the construction and labelling of the dimensions. Hofstede's dimensions are too narrow and confined only to work-related values, which are not the same as national values. In terms of labelling of the dimensions, "masculinity-femininity" is one example

which is perceived as being sexiest, and scholars suggest renaming it as “career success-quality of life” (Chiang, 2005)

On the other hand, GLOBE has started receiving good attention in the literature as the newest cultural framework. Despite its reputation, GLOBE framework has faced number of critiques, in particular Geert Hofstede’s (2006) paper entitled ‘What did GLOBE really measure? Researchers’ minds versus respondents’ minds’ in the *Journal of International Business Studies*. Javidan et al., (2006) responded to Hofstede’s criticism of GLOBE as “theory driven” in that Hofstede undertook action research; Hofstede’s work is not action research because action research should involve many steps, such as fact finding, planning, action steps, evaluation, amended plans and further steps, but Hofstede’s framework lacked most of these steps. Although Hofstede’s original work was conducted at IBM (the dominant US-based corporation at that time), Hofstede (2006) criticises GLOBE as being US-centred (i.e. US inspired) even though GLOBE consists of over 160 scholars from 62 cultures. In addition, scholars see GLOBE measures of values as being too abstract without suggesting any criteria for making such a judgement other than personal judgment.

Also, Taras et al., (2010) summarise the limitations of the GLOBE project in order to present future research opportunities. The main point discussed was the unexpected negative correlation between values and practices, which were discussed by other scholars (e.g. Brewer and Venaik, 2010; Maseland and van Hoorn, 2010) due to the limitations of self-reporting questionnaires. The self-reporting questionnaire has a major flaw, which is that the questionnaires measured the managerial preferences rather than cultural values; and start questioning the validity and usefulness of previous research on cultural values, specifically the studies that operationalised cultural values through self-reporting questionnaires. On the other hand, another question was raised as to whether the simple correlation analysis was sufficient to determine the relationship between values and practices. Taras et al., (2010) suggests three different scenarios; the correlation coefficients mislead the conclusions about the relationship between values and practices. The GLOBE study should include items that ask the respondent to evaluate existing practices, respondents from different cultures may lean towards middle ground answers, while others may go

towards extremes, which increase the concern level towards response set bias if scholars re-examine the GLOBE data using the correcting methods of response bias. Finally, the GLOBE study reports only national level means and correlation, whether it will be the same for individual level data or not is not known.

#### **iv. Schwartz's cultural value types (1999)**

Another influential study is that of Schwartz (1999), which depends upon his previous contributions in 1992 and 1994. Schwartz contributed to a further understanding of cultural values of countries: “the implicitly and explicitly shared abstract ideas about what is good, right, and desirable in a society (...). These cultural values are the bases for the specific norms that tell people what is appropriate in various situations” (Schwartz, 1999, p. 25). Values can be drawn upon “to select socially appropriate behaviour and to justify their behavioural choices to others” (Schwartz, 1999, p. 25). Seven types of values are presented in his theory and validated with data collected from 1988 to 1993 from 49 countries, submitted to 35,000 respondents (teachers and students) and analysed by a Similarity Structure Analysis (SSA). The seven types are considered to form three bipolar dimensions as follows:

- Conservatism (or Embeddedness) versus (Intellectual and affective) Autonomy. This dimension includes two major themes: “(1) whose interest should take precedence, the individual's or the group's?” and (2) To what extent are persons autonomous vs. embedded in their groups?” (Schwartz, 1999, p. 27).
- Hierarchy versus Egalitarianism: “A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources (social power, authority, humility, wealth)” (Schwartz, 1999, p. 27). Egalitarianism: “A cultural emphasis on transcendence of selfish interests in favour of voluntary commitment to promoting the welfare of others (equality, social justice, freedom, responsibility, honesty)” (Schwartz, 1999, p. 28).
- Mastery versus Harmony: this dimension addressed the issue of the relationship of humankind to the natural and social world. This issue is determined in two values: ‘Mastery’ is “a cultural emphasis on getting ahead through active self-assertion (ambition, success, daring, competence)” (Schwartz, 1999, p. 28). At the other extreme is ‘Harmony’, which is “a cultural emphasis on fitting harmoniously



into the environment (unity with nature, protecting the environment, world of beauty)” (Schwartz, 1999, p. 28).

While the ‘conservatism and autonomy’ dimension appears as contradictory, Schwartz’s classification for other value types is complementary (e.g. hierarchy and mastery). House et al., (2004, p. 141) argue that Schwartz’s study is “clearly assessing cultural values” rather than practices or behaviour, although Schwartz hypothesised the impact of his cultural values on the dimensions of work (Schwartz, 1999; Adler, 2002).

#### **v. Trompenaars and Turner Cultural Model (1997)**

In addition to previous cultural models, there exist several other cultural frameworks, which can be used to explore and analyse cultural values. Trompenaars and Turner (1997) have developed a model of cultural values with seven dimensions, five of which relate to how we relate to others:

- Universalism versus Particularism: rules versus relationship. On the one hand, people in the universalistic culture generally adhere to the standards, which are universally agreed. On the other hand, people in particularistic cultures encounter particular obligations to people they know (e.g. friend, brother, husband, etc.) (Trompenaars and Turner, 1997).
- Individualism versus Communitarianism: the individual versus the group. Individualism has been described as orientation to the self, and communitarianism, orientation towards common goals and objectives (Trompenaars and Turner, 1997).
- Neutral versus Affective: the range of expressed feelings. In the neutral culture, the members of society do not express their feelings; they keep them carefully controlled. In contrast, the affective people show their feelings plainly and attempt to find immediate outlets for their feelings (Trompenaars and Turner, 1997).
- Specific versus Diffuse: the range of involvement. This dimension measures the depth of involvement with other’s life space. Members of specific cultures involve themselves with others in specific areas of life and single levels of personality only. In diffuse culture, however, life space and levels of personality tend to permeate all others areas. In diffuse cultures, the concept of ‘saving face’ is

related to the belief that something made public is always personal too (Trompenaars and Turner, 1997).

- Achievement versus Ascription: doing versus being. This dimension describes how to accord status. While some cultures accord the status of their people on the basis of their achievement (doing), others ascribe it to them by age, class, gender, education and so on (ascription, being) (Trompenaars and Turner, 1997).
- Sequential versus Synchronic: how individuals manage time. How they think about time is sequential, as a series of events, or whether it is synchronic as interrelated events happening at the same time from past, present and future (Trompenaars and Turner, 1997).
- Internal versus External control: against and with the environment. People in those societies either believe that they can and should control nature by imposing their will, or they believe that man is part of nature and must go along with its laws, directions and forces (Trompenaars and Turner, 1997).

Trompenaars and Turner (1997) focused on explaining cultural diversity in businesses. When looking at their cultural dimensions, one will realise that they based them on Parsons and Shil's five dimensions (1951), and two of the values are based on Kluckhohn and Strodtbeck (1961). Trompenaars and Turner's (1997) dimensions, however, were only partly validated and academically not very well accepted due to the lack of methodology in terms of a serious shortcoming of their data bank which no professional analysis can overcome. Also, they took their concept, and most of their questions, from the American literature of the mid 20<sup>th</sup> century, which was unavoidably ethnocentric. Trompenaars did not change his concepts on the basis of his findings either, nor did he follow the development of the state of the art in comparative cultural research since 1961. However, from a business and practice point of view, Trompenaars's study is much appreciated and finds ample application (Hofstede, 1996; Adler, 2002).

The brief review of Hofstede's and Trompenaars's writings on cultural values, norms and layers indicates that the definition of values presented by Trompenaars is similar to that of the desirable values presented by Hofstede. So, it can be argued that Hofstede's values could include Trompenaar's view of norms and values (see Fang, 2006 for further details). In addition, GLOBE considers an extension of Hofstede's

dimensions to be nine dimensions rather than five. Also, all of the cultural frameworks have a shortage and limitation on some points. However, the present study tries to overcome the shortage of those cultural frameworks by suggesting specific cultural values in the Middle East, in particular, the Jordanian context (which will be discussed in detail in Section 2.3).

Regardless of the operationalisation, all of the research efforts reach similar conclusions. Specifically, culture is multi-dimensional and can explain some of the variance in managerial behaviours and decision-making (Pagell et al., 2005).

### **2.2.5 Empirical Evidence of National Culture Impact on Operations**

#### **Management Decisions**

With globalisation, the impact of culture will need to be central to our research. The role of national culture has been investigated in various human behaviours, such as consumer behaviour, marketing and human resources. As will be shown later, operations management has a relatively scarce cultural research - See Table 2.6 (Metters, 2008) due to the quantitative and linear programming methods that the researchers use to solve the issues rather than qualitative ones. Although the studies have different aims and research contexts, the findings of most of the studies found that national culture is a matter in operations management (Pagell et al., 2005). The present section aims to highlight the literature - Table 2.6 investigated the impact of national culture on different management fields, in particular operations management and SCRs.

Elahee et al., (2002), studied the impact of national culture on formation trust and how the level of trust influences using certain questionable tactics in North American Free Trade Agreement (NAFTA) countries (i.e. Canada, Mexico, and the United State). Based on survey data collected, the results show that trust is culturally embedded and has a negative relationship with the likelihood of using certain questionable negotiation tactics. While the results show that there is a difference between intercultural and cross-cultural negotiation behaviour in the Mexican context, the results were not found to be that different for Canadian and US negotiators. In addition, the results underscore the importance of building a relationship with one's exchange partner, especially when such partners come from

countries that represent collectivistic, high-context, strong uncertainty avoidance, and large power distance culture.

In the field of adoption of information technology (IT), several studies focused on technological development and transfer in the Arab world. Yet few studies explored the Arabic cultural values and beliefs at Georgia State University, which opens the door for more empirical studies (Zakaria et al., 2003). Zakaria et al., (2003)'s study on how Arabic cultural values influence acceptance and use new forms of communication technology, and how the IT can promote relationship building across diverse cultures Based on qualitative semi-structured interviews with individuals from the Middle East and USA, to explore the research phenomena, the researchers built their survey instrument in order to test the hypothesis in the theoretical framework. The scholars argue that emails do not facilitate the building of a level of trust that is essential in high context societies. The scholars recommended that in a culture where the emphasis is on person-to-person relationships, and face-to-face interactions, it is important to preserve these interactions in order to foster trust-building. In addition, communication technologies should be a supplement rather than a replacement.

Despite operations management's literature having substantial international contents, the contents are not culturally informed; furthermore, the focus is usually on manufacturing (Metters, 2008). The purpose of the next discussion is to highlight the few researches conducted from a cultural perspective, and to raise awareness of the need for more cultural studies to expand the current knowledge.

Little attempt has been made into the impact of culture on production and operations management (POM). Hope and Muhlemann's study (2001) examines structures within which to view facets of POM in order to identify one that facilitates exploration of cultural issues. A review of the evidence from the literature of cultural impact on aspects of POM suggests that POM researchers have been relatively slow to examine the inter-relationship between POM practices and culture. The study suggests a theoretical starting point for research design into 'best-practice' POM, and the need to combine both cross-sectional and longitudinal studies to explore the suggested hypothesis.

In response to the shortage of the literature into the impact of culture on operations management (OM), Matters et al., (2010) examine the impact of culture on OM in Asia in a special issue of the Journal of Operations Management. The aim of Matters et al., (2010)'s study is to reverse the mostly academic articles (i.e. un-generalise the results rather than generalise) due to the fact that most of the problems in OM are a matter of time and place (i.e. national cultural effects). In order to achieve their aim, the methodology used is interviews and observations with businesses. In addition to the interviews and observations, they draw evidence from the Anthropology and Women's Studies literature. The typical methodology used is ethnography (i.e. the researcher to be a worker in a specific firm for several months). The study concluded that culture can be a matter in a range of operational decisions, such as location, shift scheduling, revenue management, TQM, supply chain interactions and many others. In addition to the shortage in the literature regarding the impact of culture and OM, the literature review provides evidence of the shortage of studies in the service industry (Matter et al., 2010).

Pagell et al., (2005)'s study was the first attempt to show that culture is a valid predictor into operational decision-making on macro-level questions (i.e. Is national culture a matter?). The scholars used a subset of data of the Global Manufacturing Research Group (GMRG), which covers 16 countries (i.e. developed and developing nations) in four regions (i.e. Europe, Asia, Asia-pacific, and North America). The survey questions cover key operational decisions, such as decisions to export products, sales forecasts, the number of outsource relationships, and the purchase of productions input rather than the manufacturing of them. The hierarchical regression analysis of the data found that culture explains some of the variance related to the decisions with regard to a number of suppliers, extension of the type of relationships from arm's length to strategic relationships, outsourcing's percentage, the level of exports, and that culture does indeed influence the time horizon of forecasting. Despite the contribution of Pagell et al., (2005) into the operational decision-making field, the research does not discuss how and why culture matters (i.e. micro-level).

Most of the cultural studies in the OM field are conducted in the TQM area (Matters, 2010). The quality issues in China raised the concern of the managers and researchers as to how to ensure the product quality in Asian facilities. Kull and

Wacker (2010) argue that implementing TQM practice is accomplishable, but such practice assumes specific cultural values exist in certain Asian cultures. However, Kull and Wacker (2010) examine whether cultural values in Asian and non-Asian countries moderate how effective TQM practices are at improving quality performance. Hofstede's dimensions were the most used cultural values in TQ studies, but Kull and Wacker (2010) tests whether GLOBE dimensions predict QM effectiveness (i.e. culture as a moderator). Also, this study differs from past research by viewing country culture (i.e. China, Korea and Taiwan) as influencing how QM is implemented rather than influencing cultural values on the existence of QM practices, and thereby moderating the relationship between QM and quality performance.

The data used for their study were collected by the Global Manufacturing Research Group (GMRG). Most of the data collected came from the electronic industry, via questionnaire, in Asian cultures. Through the use of multilevel modelling, this study finds that specific cultural dimensions (i.e. uncertainty avoidance and assertiveness) are significant with QM. Moreover, the analysis finds differences in quality management effectiveness among China, South Korea and Taiwan. The results of this study help managers in devising plans to ensure high quality from East Asian countries, and in predicting where future problems may occur in other countries around the world.

The literature examines, not only the influence of national culture on 'best practice' and decisions into POM, but also Power et al., (2010) aim to examine the role of national culture on the investment in operations, and performance. Specifically, the collected data was a sub-sample from GMRG's survey from manufacturing plant managers in nine countries; Asian emerging economies: China, South Korea, and Taiwan, and Western countries: Australia, Finland, Germany, Italy, Sweden, and USA) are used to assess the influence of individualism/collectivism characteristics on the extent of the investment in structural assets (i.e. physical and capital-based assets) and infrastructural assets (i.e. team-based methods and improvement programmes). The ordinary least square (OLS) regression concluded that while the Western individualistic and industrialised countries invest more in the structural resources, the collectivism cultures (i.e. emerging Asian economy) invest more in the

infrastructure assets (i.e. team-based improvement programmes), the reason behind this being that the relationships are built between groups, where commitment to group goals are stronger than the individual goals.

Wiengarten et al., (2011)'s study aims to assess how national culture influences the impact of investments in manufacturing practices on operational performance. Using Hofstede's dimensions of national culture and the data collected by GMRG from different countries, they concluded from the OLS regression analysis that cultural dimensions influence the investments in OM practice and operational performance. For example, while power distance does not moderate the effect of investment in plant and quality practice, masculinity and uncertainty behaviour do not moderate the effect of investment in plant and operational performance but acts as a moderator between quality practices and operational performance.

The literature has focused on the manufacturing sector and the impact of national culture on operations in the manufacturing sector. Metters (2008) studies the impact of national culture on operations management decisions, in particular off-shoring services. The scholar uses unusual business research, 'ethnography' which is one of the oldest field researches to observe two sites where back-office work from the USA was being off-shored. Based on archival resource data and previous work in women's studies research conducted in the same company, Metters conducted four unrecorded semi-structured telephone interviews with executives of 40-60 minutes duration. Based on a case study of a US airline off-shoring the same processes to two Caribbean nations, the results show that the off-shoring was a success at one site but not at the second site. Despite the limitation of his study insofar as Metters conducts a single case study in a small-sized society, which limits the opportunities of generalising the data, his study considers a strong local cultural study due to the need of being a precisely local study to use the ethnographic methodology.

While the research in the service sector has not been extensive, and although evidence clearly exists supporting the argument that national culture does have an impact on the successful transfer of "best practice", it is still not clear what nuances of culture impact upon which aspects of "best practice". Hope (2004) studies the impact of "best practice operations management" (e.g. management of employees within hotels, management of processes) in hotels in St. Lucia. The research was

exploratory and confirmatory using fieldwork to develop the research propositions. Based on two data, collection instruments were distributed or used as an interview guide with managers and front line employees in three large hotels. Despite the fact that the study is limited in the context and sample size, and considered as an exploratory or pilot study, the findings show that culture had an impact on the successful transfer of “best practice”. Power distance and risk avoidance have an impact on empowerment and working teams (see Hope, 2004 for more details).

As the literature states, the area of OM has many international researches but they are not culturally informed. Runyan et al., (2010)’s study fills the gap in retail buyer-supplier relationships by examining conflict and cultural characteristics as a mediator variable rather than trust, in the US and Japan. Questionnaires were mailed with stamped return envelopes to buyers of men’s and women’s apparel at department store companies. The results of SEM analysis, and the respondent rate of 26% each for both the U.S and Japan, conclude that little difference exists between cultures. In the light of the sample size, researchers have to be careful about generalisation of the results. In addition, the study involves only department stores’ apparel buyers in the U.S and Japan.

While some scholars mention the need for cross-cultural supply chain research (Pagell et al., 2005; Zhao et al., 2006), few studies examine buyer-supplier relationships in the context of different countries. However, Cannon et al., (2010)’s study aims to improve our understanding of how different cultures affect buyers’ long-term orientation. The study proposed that buyers’ trust of suppliers and suppliers’ performance affecting the long-term buyer-supplier relationships are moderated by national culture - specifically the individualism/collectivism dimension - in the international market. Based on data collected from purchasing managers in industrial manufacturing firms by mail questionnaire, fax, or courier delivery from the U.S, Canada, and Mexico, the SEM analysis found that buyers’ trust of suppliers is related to long-term relationships. Also, the results found that the supplier’s performance is significant and related to the buyer’s long-term orientation in individualistic (i.e. Anglophone Canada and the U.S) cultures but not in collectivism cultures (i.e. Francophone Canada and Mexico). In addition, the difference between the effects of performance and the effects of trust was not



statistically significant in individualist cultures – the results indicate that trust and performance are equally strong antecedents of buyers' long-term relationships in individualist cultures. Although the study collected its data from different cultures rather than from one country, and then compared the results with the literature, researchers cannot be entirely sure about the results until we replicate this study in different countries. In addition, the scholars examined the buyers' long-term orientation therefore more research is needed to examine the difference between buyers and suppliers from different cultures.

Most of the literature was conducted in the Western setting with less attention paid to non-western context. Few studies were conducted in the non-Western setting, such as China, Japan, Korea and Hong Kong. Fang and Kriz (2000), in their submitted paper for industrial marketing and purchasing (IMP) conference, aim to review the IMP paradigm and show that it is not a universal paradigm from evidence from the Chinese culture. The scholars conducted an extensive fieldwork in China, and found that the IMP paradigm, which developed to be truly universal, needs to be modified to incorporate all cultures. In addition, despite some similarities with the Western context, Chinese culture is complex to understand, therefore, it needs more research, which includes more islands besides Taiwan and HK. Culture should be studied at many different levels: national, regional and organisational.

Lee et al., (2001) aim to develop and test a guanxi (i.e. personal connection) model in Hong Kong and mainland China. The study tested the influence of decision-making uncertainty, perceived similarity, and opportunities as antecedents of guanxi on relationship performance, mediated by relationship quality and interdependence. Based on 15 field interviews with senior managers, the scholars built their questionnaire and pre-tested it within 35 firms. The mail questionnaire was sent out to 1,500 senior managers and generated a response rate of 20.4%. Based on the data collected the hypotheses were tested by the maximum likelihood fitting function in LISREL 8; the hypotheses of the antecedents of the guanxi are all supported. They concluded that there is a positive relationship between uncertainty, perceived similarity and guanxi, and a negative relationship between opportunism and guanxi. In addition, guanxi is positively related to overall relationship quality and its level of interdependence; also, quality relationship has a strong positive influence on

performance. This finding suggests the managers in *guanxi* develop a level of satisfaction and trust. The LISER analysis found that interdependence has a marginal effect on business performance.

Despite the importance of such findings researchers cannot generalise it for many reasons. First, the data were limited to Hong Kong and Chinese business people. Second, the study considered the business relationship from the Hong Kong business people's point of view only. Third, there are some measures that used a one-item scale only, such as relationship quality and perceived similarity. However, more research is required in various cultural contexts (i.e. China and Western context). In addition, a construct with a multi-item would be more beneficial.

In the same vein, Chung et al., (2006) examine the Japanese retailer buyers' relationship with their suppliers by adding long-term orientation and trust to the existing Japanese literature, which was limited to dependence/power structures. Based on 55 interviews the scholars built their survey instrument and then distributed it to Japanese department store managers with a title 'Buyers or Merchandise in the Retail Industry'. The mail survey yielded a 31.2 % response rate. The results of the structural equation model supported all the hypotheses and concluded that long-term orientation is an antecedent of trust and dependence, not an outcome, since the Japanese cultural characteristics depend on the harmony and loyalty between buyer and supplier. In addition, dependence is the outcome of the Japanese retailers' long-term orientation. In the model, long-term orientation and functionality of conflict were the determinants of the satisfaction. These findings give an indicator for the Western managers that they need to have long-term orientation with Japanese partners from the beginning of the business.

Cultural differences can have negative impacts on cross-cultural supply chain relationships. Jia and Lamming (2013) proposed cultural adaptation as a possible source of mitigation of this problem, as a special form of international dyadic learning. Based on four case studies and a limited questionnaire survey between Western buyers and Chinese suppliers in the manufacturing sector, the findings show that cultural adaptation can lead to greater and deeper mutual benefits. In addition, the results show that inbound spill-over rent and relational rent were obtained by both parties (i.e. buyer and suppliers).

The present section presents an empirical evidence of the national culture influences on operations management decisions including its influence on SCM and SCRs in the Western and non-Western contexts. The next section aims to review the literature on the impact of the national culture on different managerial behaviours in the Middle East in order to present the gap in the research and to confirm the missing piece of literature into the role of national culture in SCRs in the Middle East.

**Table 2.6. Summary of cultural studies literature**

Author	Journal	Variables	Country	Findings
Fang and Kriz, 2000	IMP 16th Annual International Conference Bath, UK	Chinese culture and business relationships	China	IMP paradigm is not a universal paradigm and should be modified to incorporate different cultures
Lee et al., 2001	European Journal of Marketing	Guanxi, relationship performance	Hong Kong, Mainland China	Guanxi is positively affected by a firm's decision-making uncertainty and perceived similarity. Negatively with opportunism. Positively on relationship quality and interdependence, and positively with business performance.
Elahee et al., 2002	Thunderbird International Business Review	National culture, trust and negotiation behaviour	Canada, Mexico, and USA	Trust is culturally embedded and has a negative relationship with the likelihood of using certain questionable negotiation tactics.
Huff and Kelley, 2003	Organization Science	National culture (individualist/collectivist), individual and organisational trust	Japan, Korea, Hong Kong, Taiwan, China, Malaysia, and USA	Findings show higher levels of propensity to trust and organisational external trust in the United States than in Asia

<p>Pagell et al., 2005</p>	<p>International Journal of Operations and Production Management</p>	<p>National culture (Hofstede), operational decision-making</p>	<p>21 developed and developing countries</p>	<p>There is a significant influence for culture on operational decisions.</p>
<p>Metters, 2008</p>	<p>International Journal of Operations and Production Management</p>	<p>National culture, operational implementation in offshore facilities</p>	<p>USA, Barbados, and Dominican Republic</p>	<p>Operational decisions have to be made to accommodate cultural differences.</p>
<p>Runyan et al., 2009</p>	<p>Journal of Business Research</p>	<p>Cultural characteristics, market structural differences, relationships between behavioural constructs in distribution channel relationship</p>	<p>US, Japan</p>	<p>Positive relationship between role of performance and economic dependence in US and Japan. Negative relationship between role performances when retailers use coercion in US. Positive relationship between suppliers' use of coercion and retailers' use of coercion in USA and Japan. Positive relationship between suppliers' use of coercion to conflict in US. Positive relationship between retailers' use of coercion to conflict in US and negative relationship between conflict and satisfaction in US and no effect in Japan.</p>
<p>Homburg et al., 2009</p>	<p>Journal of International Marketing</p>	<p>Transnationality of buyer-supplier relationship, national culture of buyer firm, relationship governance (active market monitoring, trust, formal contract)</p>	<p>Hong Kong</p>	<p>The findings indicate that transnationality and national culture both play important roles in the structure of business relationships.</p>

Power et al., 2010	Journal of Operations Management	Individualism/collectivism culture, extent of economic development, investment in structural assets and infrastructural assets	China, South Korea, Taiwan, Australia, Finland, Germany, Italy, Sweden and USA	Collectivism appears to be a willingness in investment in infrastructure; Asian emerging economies with a collectivist orientation appear to have greater potential to leverage investment in physical assets.
Cannon et al., 2010	Journal of Operations Management	Individualism/collectivism, buyer trust, supplier performance, buyer long-term relationship orientation	USA, Canada, & Mexico	Buyer trust, supplier performance and control variables explain large portion of the model. Supplier performance is related to the buyer's long-term orientation in individualist cultures while it is not related in collectivism culture. Trust and performance are equally strong antecedents of long-term orientation in individualist culture. Effect of trust is greater than performance in collectivist culture.
Naor et al., 2010	Journal of Operations Management	National culture (GLOBE), organisational culture, country development, manufacturing performance	Japan, South Korea, Germany, USA, Finland, Sweden	Organizational culture has more of an effect on manufacturing performance than national culture or the fit between them. In addition, a country's development index, both economically and infrastructurally, does not impact upon manufacturing performance.
Jia and Lamming, 2013	International Journal of Operations and Production Management	Cultural adaptation in Chinese-Western supply chain partnership	US, UK, China	Cultural adaptation can lead to mutual benefits

### **2.2.6 The Existing Gap in the Literature**

So far, the review of the literature concerning the SCRs field indicates that there has been insufficient consideration given to aspects of SCRs (Friman et al, 2002; Burgess, 2006; Hornibrook et al, 2009; Cannon et al, 2010), in particular the dynamics of cultural values and their impact on the effectiveness of SCRs. Most of the published work on the subject area seems to be dominated by Western organisational settings, with less attention paid to non-Western contexts (Hill et al., 2009; Runyan et al., 2009; Soni and Kodali, 2011). Given the fact that culture is a context-specific variable, this stream has been extended internationally from Western settings to several emerging economies, including China, India and Hong Kong (Dastmalchian et al, 2001; Matters et al, 2010). However, regions such as the Middle East have not received the attention they deserve, and little work on the Middle East has been conducted (Robertson et al, 2002; Yeganeh and Su, 2007). For example, Soni and Kadoli (2011) suggest that the majority of empirical research on SCM has been conducted in developed countries, with few articles in developing countries like India and China, and no mention whatsoever of the Middle East. Business relationships in the Middle East, which are based on trust and social bonds and supported by Islamic values, seem to have been neglected as shown in Table 2.7. For example, Cunningham and Sarayrah (1993; 1994) wrote some of the early literature, which explained 'wasta' (i.e. network) in the Middle East via stories methodology in different disciplines in Jordan. Similarly, Makhoul and Harrison (2004) discussed the role of political 'wasta' in developing village life in the Lebanon. The fieldwork carried out determined the importance of 'wasta' in obtaining funding for development projects from Non-Governmental Organisations (NGOs) and its influence on the success of projects. Tlaiss and Kauser (2011) studied the role of 'wasta' in the career advancement of Middle Eastern managers. Data from their questionnaires revealed that while 'wasta' is widespread in the Middle East and has a formidable influence on career development, networking and monitoring are not critical factors in promotion prospects consistent with the findings of Solberg (2002) and Mohamed and Hamdy (2008). Branine and Analoui (2006) state that the process of recruitment and selection in Jordan, as in most Arab countries, is heavily influenced by national culture, particularly wasta, consistent

with Ali et al., (2013)'s argument in his first paper from his PhD research (in progress) that *wasta* has a significant impact on the recruitment and selection process in Jordan.

In the same vein, Alfaleh (1987) studied the influence of culture on Arab management development in Jordan. The study finds that Jordanian managers depend on family and friendship to achieve their goals inside the organisations and their daily activities. In addition, the managers take in mind the social relationships (tribe, family, friendships, etc) and consider favouritism as an accepted behaviour within the organisation, because the managers look for the loyalty of the employees. Analoui and Al-Madhoun (2006), in their textbook on the empowering of the SME managers in Palestine, found that the majority of the management training and development programmes are aimed at being self- and task-oriented rather than people-oriented. In addition, the review on training and development literature in Arab countries indicates that there is a lack in the training and development programmes in Arab countries, such as Egypt, Jordan and Qatar, and support the idea that any transfer of Western ideas to the Arab countries should be adapted to the local culture. Hunaiti's (2003) study aims at measuring the extent of availability of the conflict of social values and organisational values in the public sector in Jordan. The results show that the employees have the tendency to raise the social values over the organisational values even if this is against the public interest. Also, the study shows that the main cause of employees' conflict of values is related to the customs and traditions of their society, which force them to serve their friends and relatives (i.e. *wasta*), and treat them with priority against others, as that confirms what El-Said and Harrigan (2009) state, that about rejection of offering a hand of help is 'aeib' (shameful). This is consistent with Iles et al., (2012)'s findings that human resource management is greatly influenced by culture, Islam and "*wasta*". Also, the conflict of interest within the employees of the public sector is due to personal relationships and *wasta*. Al-Enezi (2006), in his study of the favouritism in the Kuwaiti schools from the teachers' perspective, defines favouritism as a social phenomenon related to the corruption in society where the social values are more important than organisational values. Loewe et al (2008) investigate the influence of favouritism and *wasta* (network) on the business climate in Jordan, and found that favouritism and *wasta* affect the business climate, where *wasta* helps the investors to accelerate the process



of handling their documents in the organisations. The managers and/or employees in those organisations do listen to the *wasta* in order to save face (i.e. *hifz ma'a wajh*) as they value a prestigious status, and/or in order to get a service in return.

Al-Salem and Rowaih (1999)'s study aims to shed light on the nature of the administration values of the managers in Iraq. It investigates the effect of personal and occupational characteristics of the managers on their administrative values in six industrial companies in the mixed sector. The results state that the managers gave humanistic value the first priority followed by participation values, organisational values, ethical values and leisure values, respectively. Although the previous study is not culturally informed we can conclude that the reason beyond this rank of the managers' priorities refers to the collectivist values in Iraqi society, which enhance the humanistic values, loyalty and friendships over individualists' interest, in addition, ranking participation in the second stage due to the '*shura*' values in the collectivist society.

Al-Hersh (2008)'s study aims to clarify some general aspects of the Jordanian Arab management depending on the influence of Hofstede's model in the Jordanian banks. The study found that the employees do feel a high power distance, high uncertainty avoidance, high collectivism, and do incline towards masculinity. In addition, there is no long-term orientation among workers in the commercial banks, which is consistent with Hofstede's findings and other studies in Jordan and other Arab countries. For example, Al Rasheed (1994), in his comparative study between Jordanian and foreigners managers in the banking sector, found that there are sharp differences between the two groups of managers in terms of their behaviour. While the Jordanian managers cannot do anything without going back to their direct/or higher managers, and they prefer the centralisation process in their work and decisions, the foreign managers show a high level of independency and decentralisation, which is consistent with Attiyeh (1993), Abou Kahf (2005)'s findings in the Iraqi organisations, and Gulf organisations. In addition, scholars can justify their preference for centralisation beside the high power distance value, the collectivism values and their willingness to consult (i.e. *shura*), who has more experience and knowledge than them. In the same vein, in Alhelsi (2004)'s study on the influence of culture on the individual performance in Palestine, the researcher

argues that the public management sector classified a high power distance between managers and individuals, moving more towards collectivism and masculinity values.

Islam, as well as family, is the cornerstone of social life in much of the Middle Eastern countries. The next discussion aims to introduce the leadership and decision-making style (i.e. consultative, or '*shura*') in the Middle East, followed by a discussion of Islam and work ethics.

Alkshali and Al-Temimi (2008)'s study aims to examine the effect of transactional leadership styles (contingent rewards and management by exception) and transformational leadership styles (individualised consideration, charismatic-inspiration and intellectual stimulation) on organisational learning (adaptive and generative). The tested data from the Jordanian manufacturing sector show that the transactional and transformational leadership had a significant effect on organisational learning, with its two types. Analoui et al., (2010)'s study explores the factors, which influence the effectiveness of senior managers in the Muscat Municipality, Oman. The results show that the leadership styles were categorised into transformational and transactional styles.

Sabri (2010)'s study aims to examine the leadership style for the Jordanian managers in public and private sectors at three different managerial levels in the light of their cultural values. The study considers power distance and uncertainty avoidance as independent variables and task-people leadership style as a dependent variable. The results show that the Jordanian managers adopt the task style leadership because they are more concerned with production and performance than with people and relationships. The study concludes that any change in Jordanian managers' leadership styles would be achieved through cultural changes in managerial values, in order to face the current tough competition and enhance the businesses in the global environment. In the same vein, Yousef (1998) points out that a consultative style of leadership is common in the Middle East, and the participative style is more likely among younger and highly educated managers. Arab Middle East countries are characterised by a consultative decision-making style, influenced by Islamic values of '*shura*' or consultation. For some managers, consultation is used as a strategy to manage the conflict, and the '*save face*' strategy at the same time (Iles et al., 2012)

and it is consistent with Muna (1980)'s survey of the Arab managerial executives in the Middle East, whose decision-making processes are characterised by a consultation process, rooted in their Islamic values. In addition, consultation has been seen as a 'face-saving' mechanism and 'information-gathering' process.

Katou et al., (2010)'s study aims to investigate the relationship between ethical beliefs, national culture (i.e. religion, beliefs, values, norms, expatriate workforce, and people educated abroad) and national institutions (civil service law and *Sharia* law) on preferences for HRM practices in Oman. The results highlight significant differences in the belief systems on the basis of demographic characteristics. Also, they confirm the impact of ethical beliefs, and the aspect of national culture, and national institution on preferences for HRM practices. Islam is seen to be governing all areas of life (i.e. business and government activities). Islamic work ethics, which are based on the Quran, are examined in few researches. For example, Tayeb (1997) reviewed three researches in Iran, Malaysia and the Middle Eastern countries, and came to the conclusion that Islam plays a significant role in the relationship between managers and employees. In addition, Islam influences the decision-making process seen to be a consultative management style. Rice (1999), in the study of Islamic ethics, and its implication for business, suggests that non-Muslim managers should examine a cultural ideal set of ethics, and the actual ethical practices to understand the ethical and practices of Muslim managers are consistent with Uddin (2003)'s study of the Islamic framework in businesses.

Syed (2007) studies the employment opportunities and gender satisfaction in Islamic societies. The researcher concluded that business organisations, whether multinational or local, working in Muslim countries are dealing with Muslim customers and clients, and face a challenge in the interpretation of Islam based on extreme (e.g. Saudi Arabia) or liberal (e.g. Jordan) due to the cultural differences that distinguish Muslim countries and the internal diversity within Islamic *Sharia*. In addition, it is influenced by history, demography and socio-political context, which impact upon employment, particularly that of women.

Given Islam as the dominant religion in the region, it has a key role in everyday life, and has a significant influence on the laws and practices, particularly industrial relations (IR), in the majority of Muslim countries. Syed (2008) describes the

Islamic perspective of IR in Pakistan. The scholar identified two approaches: a pro-equality (neutral) and pro-social justice (affirmative) approach that depends on two Islamic perspectives on IR, respectively. The first school depends upon Al-Faruki, Askari, and others' perspectives (neutral). The second one is based on Al-Banna perspective (pro-justice). Syed and Ali (2010) discussed the principles of employment relations in Islam. The management affairs should be undertaken by consultation, which is based on mutual respect and kindness. In terms of the relationship between employer and employees, the manager should consult his employee on matters that are related to their work. In addition, the employment relationship, while is founded on trust, has to be based on an understanding of the scope and the expectations of each other.

Solberg (2002) quotes Dahl and Habert (1986) as saying, "Time lies in Allah's hand. To lay rigorous plans is likened to overruling Allah's will and power" (p.75) (i.e. fatalism). Hamami and Sheikh (1995) study the strategic planning from the Jordanian manager's perspective. The study addresses a positive sign towards strategic planning, but around 41% of the managers show uncertainty towards the concept, and the central decisions are the most common in preparing the strategic plans with a focus on financial terms. Muna (1980)'s study states that Islamic achievement demonstrates the use of long-term plans to understand and control the environment. In addition, the researcher found that the Arab executive tends towards future-orientation to end the discussion about fatalism, at least among businessmen.

As a result of long-term orientation plans, which enhance the trust level, Solberg (2002)'s study of the buying behaviour in the Arab culture found that the buying processes are the same as Western organisation but that it takes a longer time in order to build a level of trust in the beginning. In order to build trust the exchange parties should invest time to get to know each other well.

*A Western businessman stated: "Have a long courtship before you get engaged; once engaged, you should have a long engagement period; then you could marry."*

(Solberg, 2002, p. 25)

Another businessman stated that:

*“I had to drink tea with my counterpart in the Arab organization several times a week during nine months! We did not necessarily talk about the terms of the contract; rather it was what I would call a courtesy visit in order to forego the relationship and to enhance the trust of the partner”*

The Middle Eastern people call the courtesy visits ‘*ta’arof*’ whereas Asdjodi (2001) and Sahragard (2003) explain the theoretical meaning of the concept in the Iranian context.

Although the growing importance of the Middle East region has been recognised, the empirical research is minimal for the region (Ralston et al., 2012), with a clear neglect of business relationships. The present research developed the hypotheses based upon the existing literature as we are going to see in the next section.

**Table 2.7. Summary of the managerial behaviour's literature in the Middle East**

<b>Author, Year</b>	<b>Subject</b>	<b>Country</b>
Muna, 1980	Managerial behaviour	Arabs
Alfaleh, 1987	Culture and Arab management development	Jordan
Attiyeh, 1994	Leadership	Iraq
Cunningham and Sarayrah, 1994	Wasta	The Middle East
Alrasheed, 1994	Managerial behaviour	Jordan
Hammami and Sheikh, 1995	Strategic planning	Jordan
Tayeb, 1997	Islamic Values and HRM	Asia
Yousef, 1998	Predictors of decision-making style	UAE
Rice, 1999	Islamic Ethics and its implications for businesses	Egypt
Alsalem and Rowaih, 1999	Administration values	Iraq
Asdjodi, 2001	Comparison between Ta'arof and Limao	Iran
Solberg, 2002	Arab culture and buying behaviour	Qatar, UAE
Hunaiti, 2003	Conflict between social and organisational values in public sector	Jordan
Sahragard, 2003	Theoretical analysis of politeness in Persian	Iran
Uddin, 2003	Islamic ethics and implications on business	-
Makhoul, Harrison, 2004	Political wasta and development village	Lebanon
Alhelsi, 2004	Influence of culture on individual performance	Palestine
Abou Kahf, 2005	Managerial behaviour	Gulf countries
Al-Enezi, 2006	Favouritism in school	Kuwait

Analoui and Al-Madhoun, 2006	Management of the development and training programmes in SMEs	Palestine
Branine and Analoui, 2006	HRM, recruitment and selection process	Jordan
Syed, 2007	Capability approach and religious values, women's employment in Islam	-
Mohamed and Hamdy, 2008	Wasta qualification and perceived competence and morality	Egypt
Loewe et al., 2008	Favouritism, wasta, and business climate	Jordan
Syed, 2008	An Islamic perspective of industrial relations	Pakistan
AlKashali and Al-Temimi, 2008	Leadership style and organisational learning	Jordan
Alhersh, 2008	Aspects of the Arab management and Hofstede's model	Jordan
El-Said and Harrigan, 2009	Social networks in the Arab world	Jordan
Sabri, 2010	Leadership style in the light of managers' cultural values	Jordan
Syed and Ali, 2010	Principles of employment relations in Islam	-
Katou et al., 2010	Ethical beliefs, national culture, national institution, and HRM practices	Oman
Analoui et al., 2010	Parameters of managerial effectiveness	Oman
Tlaiss and Kauser, 2011	Wasta and career development	Lebanon, Syria, Kuwait, Emirates, and Saudi
Lles et al., 2012	Culture, Islam, wasta, and HRM	Arab Muslim Middle Eastern countries, and
Ali et al., 2013	Wasta and recruitment & selection process	Jordan

### **2.2.7 Summary**

In short, this section discussed the national culture definitions, layers and models. There is some commonality among their dimensions and assumptions. Although each framework has its strong points, all of them faced criticism in the literature. They are criticised in terms of theoretical or methodological approaches. Hofstede's cultural framework seems to be the most cited study in the literature, and most of the studies refer to these findings as a benchmark. The literature is relatively lacking on the impact of culture on relationships between organisations, and this is related to the fact that SCM and SCRs are relatively new fields (Barratt, 2004; Soni and Kodali, 2011; Daugherty, 2011) with a lot of opportunities in the research area. This is consistent with the aim of this study, and in contrast to many previous cultural studies in supply chain management setting, which discussed supply chain relationships through the lens of Hofstede's model. This study adopts the Middle East cultural values as a means to investigate and interpret building/maintaining a long-term buyer-supplier relationships in the Jordanian manufacturing sector. To this end, the next section provides an overview of the Middle East cultural values with a focus on the Jordanian society.

### **2.3 SCR through the Lens of Middle Eastern Values**

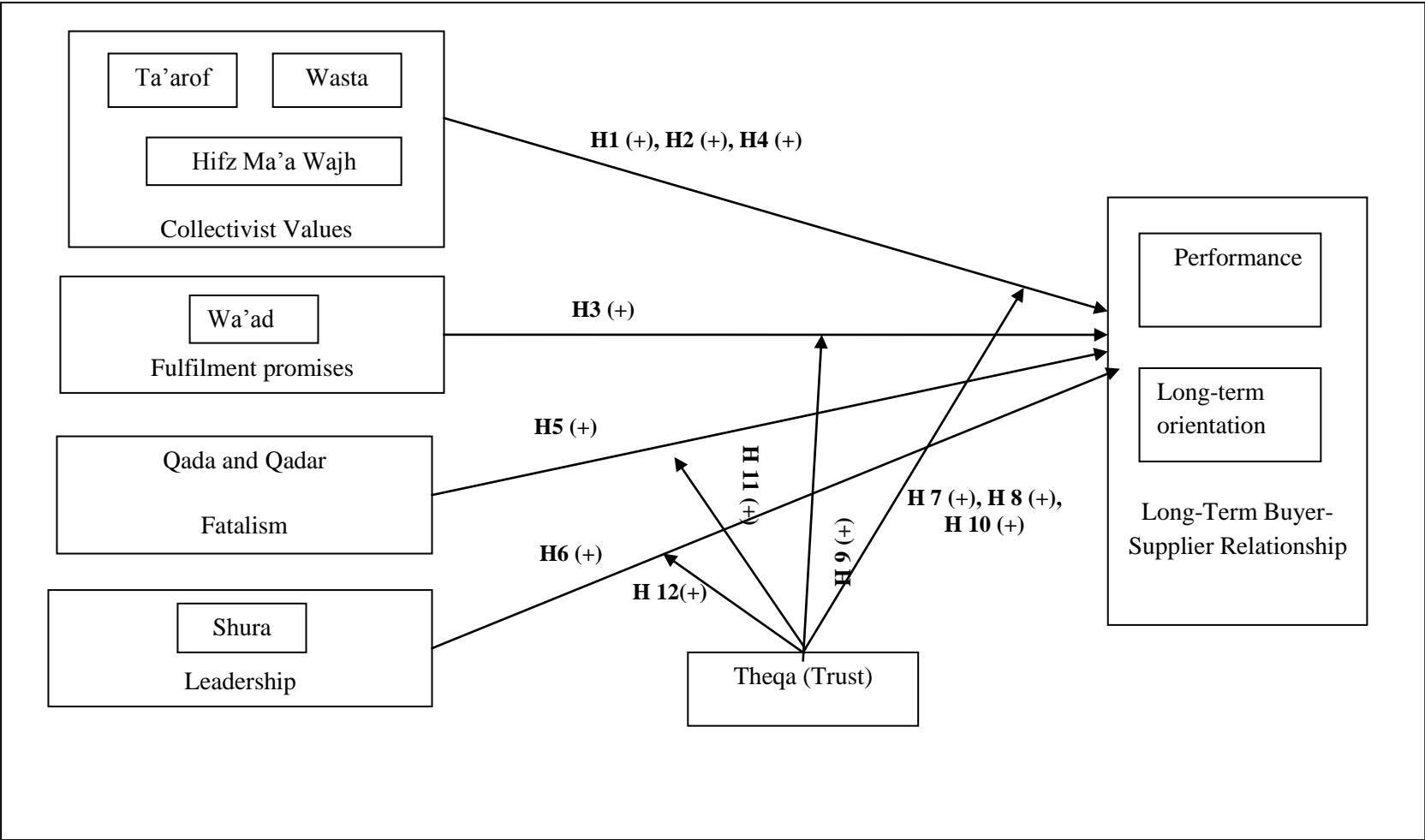
The greatest level of internal diversity within the Middle East (Hutchings and Weir, 2006) appears in terms of the population (e.g., Arab, Kurds and Turks), religion (e.g., Islam, Christianity and Zoroastrianism), the political systems and economy - oil (or lack of) being the most obvious predictor of wealth. Bearing in mind these differences in the Middle East, it is possible to identify several major cultural characteristics which are common to almost the entire Middle Eastern region, such as religion, history and language.

Business in the Middle East is run differently than in Western countries. They do not consider personal and business lives to be two separate entities. Personal relationships are highly valued (Zakaria et al., 2003), and seem to be more practically-based, whereas formal systems are considered to be less efficient and a waste of time (Yeganeh and Su, 2007). Social bonds and trust are the main features of business relationships in the Middle East (Hutchings and Weir, 2006; Zakaria et al., 2003). As shown in Figure 2.21, in light of the unique Middle Eastern cultural



values, this research attempts to explore Middle Eastern norms in SCRs. The proposed research framework and the research hypothesis will be discussed in detail in the following sections. The discussion will engage long-term relationship (LTR) measurements, followed by the Middle Eastern cultural norms and their relationships with LTR. Finally, the study examines the concept of trust in the literature to introduce the moderating role of '*Theqa*' (trust) in business relationships.

**Figure 2.21. Proposed Research Framework**



### **2.3.1 Long-Term Buyer-Supplier Relationships**

This dissertation aims to investigate the role of Middle Eastern cultural values in long-term buyer-supplier relationships. The increasing interest in SCRs can be seen in the number of publications which investigate the role of SCRs and the outcomes of such relationships (e.g., satisfaction, performance), examining the factors influencing building business relationships, as well as offering recommendations to maintaining long-term relationships. Researchers have noted that the commitment to stay in a long-term relationship depends on the results of evaluating a relationship, the benefits that each party receives from the relationship, and the extent to which the relationship allows a partner to provide added value to customers (Cox, 1999; Cannon et al., 2010).

Empirical research supports the idea that there is a relationship between buyer-supplier relationships and performance. Thus, a focus on supply chain performance will help to foster buyer-supplier relationships (Hsiao et al, 2002; Hill et al., 2009; Nyaga et al., 2010). In addition, Fynes et al. (2005) observed that much of the extant literature focuses on SCR dimensions (e.g., trust, commitment etc.), but less on the impact of SCRs' dimensions on manufacturing performance. Scholars identify manufacturing performance via four dimensions: cost, quality, flexibility and delivery. The findings of a structural equation model (SEM) of the electronic engineering sector examines the dynamics of SCRs in manufacturing performance in terms of cost and quality, but not on flexibility and delivery. The observations were consistent with those of Humphries and Wilding (2003). Moreover, Chavez et al. (2012), in their study of the effects of industry clockspeed (IC) (i.e., the rate of changes within an industry sector or a particular industry), noted that the supply chain management practice-performance relationship adapts the most-often mentioned competitive priorities in the manufacturing area such as quality, delivery, flexibility, and cost.

The exclusive use of financial performance indicators encourages short-term results, which, in the current global competition environment, includes non-financial performance measurements such as manufacturing capability, innovation and stability, thus providing a clear picture of performance. Thus, as shown in Table 2.8, the literature identifies two different, but complementary means by which to measure

a company's performance: financial measures, which focus on economic aspects (i.e., sales growth market share, etc.) and non-financial measures which consider flexibility and customer service (e.g., customer satisfaction).

Although the new trend of measuring performance includes both financial and non-financial indicators, Tseng et al. (2009) argue that this is insufficient and there is a need to build a framework to use for high-tech manufacturing companies. Hence, scholars have collected data from the large thin-film transistor firms in Taiwan and built performance evaluation models, which depended on five dimensions of competition performance (e.g., sales growth and market share), financial performance (e.g., earning profitability and cash turnover ratio), manufacturing capability (e.g., manufacturing flexibility and cost efficiency), innovation capability (e.g., R&D expenditure ratio) and SCRs. The respondents were more concerned with competition performance and financial performance, followed by innovation capability and SCRs, with manufacturing capability being the least important for them. Scholars argue that Taiwan has already passed this stage in their mass production capability and, in turn, its ability to respond to market demand (Tseng et al., 2009).

In addition, Cadden et al. (2013) examined buyer-supplier relationships by investigating organisational culture within supply chain performance. Recommended SC performance measurements include operational and financial measurements. Operational measurements such as overall delivery performance includes on-time delivery, order fulfillment lead time, and customer loyalty, and total SCM cost includes inventory carrying cost and order management cost. Financial measurements include cash to cash cycle time and delivery cost.

**Table 2.8. Summary of performance measurements**

Author, Year	Overall performance	Delivery	Quality	Price	Growth in annual sales	Growth in market share	Return on Investment (ROI)	Growth in ROI	Return on sales (ROS)	Growth in ROS	profitability	Competitive position	Flexibility	Customer service	Satisfaction (outcomes)	Overall satisfaction
Olsen and Ellram, 1997		X	X	X												
Filho et al., 2003					X						X					
Zhao et al., 2006	X				X	X	X	X	X	X						
Chung et al., 2006															X	
Hsu et al., 2008	X		X									X		X		
Runyan et al., 2009		X	X													X
Jean et al., 2010					X	X					X					
Nayaga et al., 2010	X														X	X
Cannon et al., 2010		X	X	X												
Li et al., 2010															X	
Naor et al., 2010		X	X	X									X			
Wiengarten et al., 2011		X	X	X									X			
Chaves et al., 2012		X	X	X									X			
Cadden et al., 2013	X	X												X		

Hsu et al. (2008) examined the effects of information-sharing capabilities on buyer-supplier relationships and firms' performance, which are measured by market performance (i.e., overall product quality, overall competitive position and overall customer service levels) and financial measures (i.e., market share, ROA and average selling price). Al-Jawazneh and Al-Hawary (2009) identified the level of performance in three industries (i.e., chemical, paper, food and beverage) in the Jordanian manufacturing sector. The performance measures taken into account included process, delivery, resources, responsiveness to customers, flexibility and time. Jean et al. (2010) examined the drivers and performance outcomes of relationship learning within the electronic industry. The authors used increased sales growth, increased market share, increased profitability, creation of new products and product enhancements to measure market performance. Cannon et al. (2010) measured supplier performance from a buyer's perspective in terms of delivery, quality, and price. Similarly, Naor et al. (2010), in their study of the globalisation of operations in Eastern and Western countries, used delivery, cost, quality and flexibility as dimensions by which to measure manufacturing performance. Zhao et al. (2006) revealed that Chinese manufacturing companies are more interested in financial indicators such as return on sale (ROS), return on investment (ROI), and growth in ROS.

In addition, Chung et al. (2006) stated that satisfaction is an antecedent, rather than an outcome, of a long-term relationship in Japanese culture. Nayaga et al. (2010) noted that the outcomes of a relationship between exchange parties in the supply chain include satisfaction with the relationship, satisfaction with the outcomes of the relationship, and performance. Runyan et al. (2009) stressed the importance of overall satisfaction of the company with the supplier, which may be defined in both economic terms (e.g., increased sales volume, profits and market share) and non-economic terms (e.g., good interaction, respect, and willingness to exchange ideas). Therefore, Li et al. (2010) measured co-operation performance in terms of a firm's satisfaction with the outcomes of co-operation. Thus, they operationalised the performance of co-operation via a three-item scale: overall satisfaction, satisfaction with outcome (financial) and achievement of competitive advantage.

These differences between measuring performance for one company or many, one product or many, encouraged Beamon (1999) to fill this gap by suggesting a universal framework using both financial and non-financial indicators. Consequently, Beamon (1999) argued that supply chain performance should include three types of measurement: resources measurement (e.g., cost resources), output measurement (e.g., satisfaction), and flexibility (e.g., range flexibility and response flexibility), and the chosen supply chain performance measurement should include at least one individual measure from each type.

The literature on long-term buyer-supplier relationships includes several constructs, including relationship continuity (Jena et al., 2011), commitment (Grayson and Ambler, 1999), and long-term orientation (Cannon et al., 2010). While these constructs differ, each enhances the relationship between buyers and suppliers' firms (Cannon et al., 2010). However, in order to achieve the objectives of this research, the researcher measures long-term relationships by both performance measurements (financial and non-financial) (e.g., Fynes et al., 2005; Hsu et al., 2008; Jean et al., 2010; Naor et al., 2010; Nayaga et al., 2010; Tseng et al., 2009), and long-term orientation (e.g., Cannon et al., 2010).

### **2.3.2 Middle Eastern Cultural Values**

The family takes a central role in Middle Eastern daily life. In such cultures, very tight relationships are built within small groups of people and there is great loyalty between in-group members (Solberg, 2002; Tlaiss and Kauser, 2011). As a result, the circle of trust is small. Members of collectivist cultures place huge trust in their in-group members, but little in outsiders (Javidan and Dastmalchian, 2003; Soltani and Wilkinson, 2011); therefore, members of such cultures tend to favour working with their family members and close friends, over working with others. This section presents the *Qada* and *Qadar* (fate), *Shura*, *Wa'ad*, *Hifz Ma'a Wajh*, *Wasta*, and *Ta'arof* to examine the impact of national culture on long-term relationships in the Middle East. As abovementioned, family and close relationships play a significant role in the region. However, *wasta* plays a role as loyalty to the family ties. *Wa'ad* keeps between members to enhance trust, and *wasta* (i.e. middleman) promises someone else to give a hand in order to save face with the family members as well. Moreover, Islam plays a significant role in the region in business and personal life

too. Qada and Qadar as Islamic values play roles in future orientation of the Middle Eastern people and strategic planning. Shura has a basis in Islamic values and aims to raise the respect to the group members, improve the decisions, and to ‘*hifz ma’a wajh*’ between members. As stated above, trust (i.e., *theqa*) and social ties are the cornerstones of relationships in the Middle East, and ‘*ta’arof*’ plays a role in introducing the individual from outside into the trusted group.

### 2.3.2.1 ‘*Ta’arof*’ (تعارف)

Doing business in Middle Eastern countries means relying on personal relationships as a prerequisite for building and maintaining long-term relationships with partners (buyers/suppliers). Bullington and Bullington (2005) applied the results of successful families (marriage relationships) to SCM in order to improve business relationships. They recommended that partners should be willing to ‘invest time’ to build trust in the relationship. Equally, Saad et al. (2002) examined progress towards the adaption of SCRs in construction. The scholars identify SCRs as a fifth-generation innovation—the move from a transactional model to a long-term close relationship requires commitment from both parties, resources, and takes time to develop—therefore, initial meetings between prospective partners are all about ‘*ta’arof*’. Sahragard (2003) writes that any revision of the politeness system in Persian cultures without talking about ‘*ta’arof*’ is incomplete. ‘*ta’arof*’ has been addressed as a backbone of the politeness system. The meaning of ‘*ta’arof*’ is broad and multidimensional. Functionally, it is a sequence of ostensible (i.e., free *ta’arof*) and genuine invitations, repetitive ostensible and genuine invitations, and act of refusal (Izadi et al., 2012). Pinto (2011, p. 231) defined it as an insincere act where there is no commitment from the speakers. ‘*Ta’arof*’ is an Arabic word meaning ‘meeting together’ or ‘meeting someone you know’ (Sahragard, 2003, p 404). This concept comes from Persian culture (i.e., the Zoroastrian religion) (Asdjodi, 2001; Gupta, 2002). It includes five constructs (Sahragard, 2003): ‘*adab*’ (الادب-politeness), which is an important concept in Islamic culture; ‘*ehteram*’ (الاحترام-respect) which is the positive reaction to ‘*adab*’; ‘*rudarbaayesti*’ (being diffident or ceremonious) or ‘*hayaa*’ (embarrassment of saying or doing something for fear of it being misinterpreted as not treating the other person respectfully-الحياء-) (Sahragard, 2003); ‘*tavaazo*’ (humility or modesty-التواضع-), which is a religious concept and has its root in the Islamic religion ; and finally ‘*mehmaan-navaazi*’ or ‘*mehmaan-dusti*



(hospitality-الضيافة-) (Zakaria et al., 2003) meaning to do or say something good to entertain the guest.

Few scholars in their study for *ta'arof* as a politeness system and the act of offers and invitations link the concept of 'ta'arof' with 'face' (i.e., saving one's honour or prestige in the Chinese context equivalent to '*hifz ma'a wajh*' in the Middle East). For example, Izadi et al. (2012, p. 77) stated that "refusals to insincere offers are not only not face threatening ...but also face saving". Also, Don and Izadi (2011) noted that the Persian language has special terms referring to social behaviour, including *aberu* (i.e., honour, the image of a person, a family, and a group, particularly as viewed by others in the society), *ta'arof*, *shaxiat*, and *ehteram*. The researchers thus define *ta'arof* as "a kind of ritual politeness which expresses good will and intentions and provides a means of exercising a degree of 'face work', or *aberu*, before a request, for example, is made" (p.3783). In addition, Don and Izadi (2011) stated that '*shaxiat*' (i.e., social standing-شخصية-) and '*ehteram*' are two components of face. *Shaxiat* is individualistic standing, which depends on the way one behaves and his or her educational level. *Ehteram* (i.e., respect) is achieved in the flow of talk between parties. A speaker attends to take care of *shaxiat* of others through showing *ehteram*. According to Don and Izadi (2011, p. 3784), *shaxiat* and *ehteram* links to *ta'arof*:

The dialectic of connection and separation is represented through the dualistic distinction pairs of giving or not giving *shaxiat*, paying or not paying *ehteram*, depicting or withdrawing solidarity, i.e. *shekastnafsi* 'humility' and *mehmannavazi* 'hospitality' and exercising or not exercising *ta'arof*

While few scholars have reviewed the concept of *ta'arof* from the linguistics perspective, Yeganeh (2011) differentiated between communication/negotiation behaviours between Iranians and Americans from a cultural perspective. Yeganeh (2011, p. 225) noted that Iran as one of the high-context communication contexts with a very common "indirect and misleading language" in '*Ta'arof*'. *Ta'arof* implies a wide range of complicated and highly polite expressions and behaviours. In business relationships, one should engage in conversation and try to get to know the person he or she wishes to do business with before proceeding (Rice, 1999; Zakaria

et al., 2003). For example, Solberg (2002) investigated the influence of Arab culture on organisational buying behaviour, conducting 30 interviews in the United Arab Emirates (UAE) and Qatar. One interviewee stated that he spent nine months visiting Arab organisations just to drink tea and to get know each other; they didn't not talk about any type of business at all. Moreover, '*Ta'arof*' involves interacting with those outside the in-group; it means lowering the needs of the self and focusing on others (Asdjodi, 2001; Javidan and Dastmalchian, 2003) as a type of '*adab*', '*ehteram*' and '*tavaazo*'. Therefore, the second party feels gratitude for such behaviour and reacts in a positive way in return. This enhances trust and interpersonal relationships between the parties, allowing the partner to enter the in-group circle and enjoy the advantages of being one of its members. Over time, if the parties become friends, the Middle Eastern partner may feel unable to say no to his partner, which may mean the non-Western partner will take this as full agreement to everything. This may have a negative influence in some cases; for example, the Middle Eastern partner may prefer to conduct business with a non-friend to give him the flexibility to disagree. For '*tavaazo*', when exchange parties establish an '*ehteram*' environment, each one tries to give the other more importance in order to let that party feel he has power and importance in the relationship; this is valuable within a business relationship. Finally, '*mehmaan-navaazi*' (hospitality) helps to maintain a friendly environment in order to enhance the trust level and to invest time in order to get know the person before commencing any business relationship.

Fundamentally, understanding the Middle Eastern partner and *Ta'arof* behaviour will help to eliminate misunderstandings between exchange partners due to indirect messages and the process of negotiation, since the Middle Eastern partner may prefer oral and face-to-face communication over written and impersonal models (i.e., emails and letters) as they are looking for a relationship (i.e., continued business) rather than for a one-time signed contract (Yeganeh, 2011).

**Hypothesis 1: *Ta'arof* positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

#### 2.3.2.2 '*Wasta*' (الواسطة)

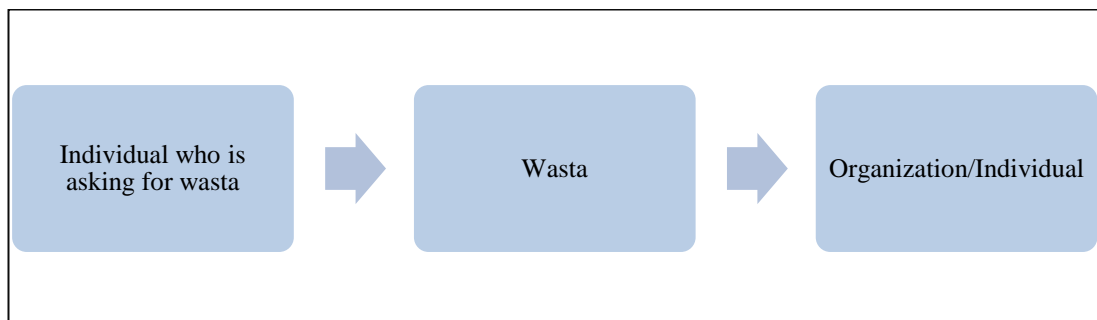
A consequence of the concepts outlined above is a system known as '*wasta*'; i.e., 'who you know' or 'network'. It literally means "to employ a middle man, a broker,

a go-between or an intermediary-usually a person of high social status and accepted rank-to achieve one’s end” (El-Said and Harrigan, 2009, p. 1238). Branine and Analoui, (2006, p. 153) described the concept of *wasta* as “to go in between, but in practice it is a type of favouritism and nepotism which gives precedence to family and kin over organized objective”. In simple words, *wasta* means connections or influence. *Wasta* or favouritism also means to give family members and friends priority over other, perhaps more qualified people. *Wasta* is social behaviour between two parties at least in order to exchange relationships and benefits (El-Enezi, 2006).

There are three main reasons beyond the widespread usage of *wasta*; economical, political, and social factors (El-Enezi, 2006). First, the economic reason includes poverty, low income, and high unemployment rate. Second, political factor includes the bureaucracy and centralisation of decisions in the governmental institutions. Third and lastly, social factors include loyalty for the family and tribes.

Moreover, *wasta* also includes three parties (see Figure 2.22): First, the one who is asking for *wasta* to facilitate work with an institution, to find a job, etc.; second, *wasta* or *waseet* who is also the person with high status in the society; and third, the organisation or individual from which/whom we need a favour.

**Figure 2.22. *Wasta*’s process**



**Source: Adapted from (El-Said and Harrigan, 2009; El-Enezi, 2006)**

Cunningham and Sarayrah (1993), Mohamed and Hamdy (2008) and Barnett et al. (2011) related the importance of ‘*wasta*’ as a way of life in the Middle East and its role in business in the Middle East. El-said and Harrigan (2009, p. 1238) stated that *wasta* remains “in the present day an important feature of social, economic, and political life of modern Jordan just as it was decades ago”. People see *wasta* as a

mechanism to solve local and community disputes, to facilitate the management of common scarce sources, and to cope with the harsh conditions of a desert environment. It also substituted for the lack of a formal welfare system, thus playing an important informal social safety net role (Cunningham and Sarayrah, 1993; El-Said and Harrigan, 2009). In 1948, when many Palestinian refugees moved to Jordan, *wasta* played an important role in allowing the bridge between Jordanians and Palestinians to cope with the pressure of daily life through finding jobs in civil administration and public sector for the Palestinians. In addition, many Palestinian businesses were relocated in Amman, where *wasta* also played an important role in facilitating the choice of business partners and even labourers. Eventually, the evolution of social and state-society relations in Jordan during the last few decades influenced how the formal system became completely skewed in favour of Jordanian, and raised problems of mutual confidence. Under these new circumstances, *wasta* came to determine almost everything from jobs in the state sector, to access to elite education and quality health services to simple rights such as the acquisition of a passport or a driving licence (Cunningham and Sarayrah, 1993; El-Said and Harrigan, 2009).

Loewe et al. (2008), in their study of the business climate in Jordan, found that 86% of interviewees stated that '*wasta*' was very helpful in all kinds of interactions, and 56% admitted that they use '*wasta*' on a regular basis. In the same vein, a study by Al-Rawadieh (2009) of tourism management in Jordan mentioned the concern by one of the interviewees about how *wasta* and/or favouritism influenced who is going to participate in international fairs and in building relationships with out-group individuals. Al-rawadieh (2009, p. 177) observed that "Moreover, some parties from the private sector complain about the existence of favouritism regarding participation in the international tourist fairs". In addition, scholars have admitted that the literature is insufficient regarding the role of '*wasta*' in the social sciences and business and that it has not been addressed with respect to its effect on the economy.

Nevertheless, scholars studying '*wasta*' from an economic view of point state that '*wasta*' works as a social mechanism and is becoming one of the norms in the Middle Eastern region. Likewise, '*wasta*' is an important determinant of how economic activities are organised and how resources are allocated in Middle Eastern

societies. Similarly, '*wasta*' plays an important role in Middle Eastern economies due to the high levels of unemployment; hence, finding jobs for family members and close friends because of high levels of commitment to the in-group may be seen as nepotism or corrupt from a Western view point (Branine and Analoui, 2006). Indeed, some Middle Eastern scholars (e.g., Loewe et al., 2008; Mohamed and Hamdy, 2008) believe that, even though unqualified candidates obtain jobs, this is considered normal, as protecting the honour of the family is a priority in the Middle East, and is not seen as being corrupt, as long as no money is exchanged (e.g., Tlaiss and Kauser, 2011; Yeganeh and Su, 2007). In addition, '*wasta*' features heavily in promotion, especially amongst public sector employees (Loewe et al., 2008; Tlaiss and Kauser, 2011). Tlaiss and Kauser (2011) and Cunningham and Sarayreh (1993) argue that '*wasta*' can influence the decision-making process. For example, Solberg (2002) observes that '*wasta*' accelerates the process of handling a document through an organisation by accessing decision-makers inside that organisation. Loewe et al. (2008) have stated that investors tend to invest their time and money in fostering social relationships, rather than in productive capital, so, due to the complexity of the administration procedure in Jordan, using '*wasta*' as a type of favouritism has a significant impact on investment in Jordan (Loewe et al. 2008). Similarly, other scholars (Barnett et al, 2011; Tlaiss and Kauser, 2011; Yeganeh and Su, 2007) see '*wasta*' as a tool which plays a part in facilitating the flow of business in Middle Eastern countries wherein a partner has a family member or a close friend with a high power status and is able to help him or her speed up business transactions and support projects.

**Hypothesis 2: *Wasta* positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

### **2.3.2.3 *Wa'ad* (Word/Promise-الوعد/الكلمة)**

*Wa'ad* is equivalent to "promise" in the Western context. Middle Eastern culture places more value on someone's 'word' than on a written agreement, which matches Rotter (1967, 1971) and Moorman et al.'s (1993) definitions of trust as the ability and willingness to rely on another's word or promise.

For instance, Bitner (1995, p. 246) observed that the fulfilment of promises is the foundation for maintaining a service relationships, and identified three marketing activities to build a service relationship with the customers: making, enabling and keeping; in other words, “**making** realistic promises in the first place and **keeping** those promises during service delivery by **enabling** employees and service systems to deliver on promises made”.

Rashid (2003) defined the fulfilment of a promise as one of the nine dimensions of successful relationship marketing (RM) between suppliers and customers in eating-out experiences. The researcher concluded that the fulfilment of a promise is a core construct in RM which influences relationship continuity (i.e., the desire to continue or terminate). In addition, Rashid (2003) noted that making promises is necessary, yet not sufficient in continuing in a relationship—the party needs to deliver their promises by actions also.

Fabien (1997) warned that service companies not being capable of fulfilling their promises to meet the demands of dissatisfied employees who are in direct contact with customers will result in customer dissatisfaction caused by un-kept promises, thus ruining the image of the firm, which will in turn affect the ability to attract new customers. Also, the role of front-line employees in building service relationships through keeping the organisational promises has been received much attention in the literature. Pepe et al. (2011) investigated the influence of private label resources on the shopping behaviour of loyal customers in a supermarket retailer in the USA, finding that

The success of a store brand loyalty strategy is dependent upon several factors with the most critical factor being the company’s (brand’s) ability to fulfil its promises to consumer. This continued fulfilment of promises usually leads to a long-term, profitable relationship between a retailer and consumer.  
(p.30)

Applying the same findings in the different disciplines (i.e., service relationships, marketing relationships, and employee relationships) suggests that fulfilment promises is a critical factor in building a relationship between buyers and suppliers in the manufacturing sector, creating profitable long-term relationships.

**Hypothesis 3: *Wa'ad* positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

**2.3.2.4 *Hifz Ma'a Wajh* (Maintaining Face - حفظ ماء الوجه)**

*Hifz Ma'a Wajh* is equivalent to “face” in the Chinese context. The concept of face dates back to Confucian values in the Chinese culture and researchers have recognised the importance of face in other Asian cultures. The literature notes that the concept of face is universal, and all cultures attempt to maintain face. In Western cultures, face means the image that the one present in public (Miles, 2010). Hence, losing face and saving face are some of the key concerns of face-negotiation theory used by Ting-Toomey since 1988. Ting-Toomey and Kurogi (1998, p. 187) define face as “a claimed sense of favourable social self-worth that a person wants others to have of her or him”. Face is “a person’s dignity, self-respect, status and prestige” (Morden, 1999, p. 37). Asdjodi (2001, p. 71) defined face as “an individual’s self-esteem or the image that a person projects of him/herself to the world”. Oetzel and Ting-Toomey (2003, p. 603) classified face into three types: self-face is ‘the concern for one’s own image’, other-face is ‘concern for another’s image’, and mutual-face is ‘concern for both parties’ images and/or the image of the relationship’.

Ting-Toomey and Kurogi (1998) linked face with politeness, decision-making and conflict. Conflict is “intense disagreement between two parties that involves incompatible goals, needs, or viewpoints” (Oetzel and Ting-Toomey, 2003, p. 608). Chen and Starosta (1998), in their examination of the ways of managing conflict in a Chinese context, stated that showing no concern for saving face in social interactions often leads to serious conflict. In turn, it will adversely affect the trust-building process (Kwon and Suh, 2004).

Hunaiti (2003) measured the availability and causes of conflict between social and organisational values within the public sector employees in Jordan. Moreover, the study measured the conflict within a sample of employees from four public ministries. The findings of the study showed a low level of conflict between social and organisational values because the employees give the social values (e.g., *wasta*) higher importance than organisational values; even if this against the public interest, they show a high level of loyalty to tribe or family. The employees agreed that the

conflict existed due to the customs and traditions of the society, which force them to help friends and relatives, and treat them with priority over others.

Some scholars (e.g., Chen and Starosta, 1998; Ting-Tomney and Kurogi, 1998; Oetzel and Ting-Toomey, 2003) have stated that individualism and collectivism are cultural dimensions linked to face-negotiation theory. Individualistic cultures have a greater emphasis on self-face rather than other-face, as collectivist cultures do. What is more, scholars have found a positive relationship between self-face and dominating conflict styles, and a positive relationship between other-face and avoiding conflict styles. Equally, in large power distance cultures (e.g., the Middle East), conflict is often managed via informal, third-party mediation (*wasta*). The third party is one who occupies a high status position and reputation and has a good relationship with both exchange parties. In order to give face to '*wasta*' (the mediator), both parties in conflict may be willing to make an effort in the name of honouring the higher status ('*wasta*') and to save their own face in the process (Ting-Toomey and Kurogi, 1998).

In their study of the cultural variation in response to strategic emotions in negotiations, Kopelman and Rosette (2008) consider that face includes respect as an important value. Their findings show that, while East Asian negotiators are more likely to accept an offer from a US negotiator who displayed positive emotions rather than negative emotions, Israeli negotiators do not have a less concern of face due to their '*dugri*' (i.e., talk straightforward) culture.

However, eliminating conflicts between buyers and suppliers by saving other's face will create a level of harmony and a friendly environment. In addition, showing positive emotions to the opposite party will encourage the exchange party to accept the offer, in turn, keep working with each other for the long term.

**Hypothesis 4: '*Hifz Ma'a Wajh*' positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

#### **2.3.2.5 *Qada and Qadar* (The Islamic Value of Fate - القضاء والقدر)**

All human beings know that we do not know what will be happen, but we have to live with it anyway. Hofstede and Hofstede (2005, p 167) define uncertainty avoidance as "the extent to which the members of a culture feel threatened by



ambiguous or known situations”. High uncertainty-avoidance societies face a huge challenge in coping with uncertainty. Laws and rules attempt to control the environment to prevent uncertainty behaviours (Sorrentino et al. 1995). For instance, religion is a way of controlling the future of people (Hofstede and Hofstede, 2005), as it helps to accept uncertainties.

The current literature supports the idea that Islamic values have a strong impact on managing people’s lives and businesses in Middle Eastern countries (Zakaria et al., 2003), except for the findings of one study (Solberg, 2002), which did not find any direct influence of Islam on buyer behaviour. Scholars (e.g., Hutchings and Weir, 2006; Solberg, 2002) describe Islam as a way of life, which applies to family life, values and business practices.

Although Arab Middle Eastern countries are categorised as having high uncertainty avoidance, they are still willing to take risks, as uncertainty avoidance leads to reducing ambiguity and has nothing to do with risk (Hofstede and Hofstede, 2005; Hofstede et al., 2008). Despite the uncertainty in new situations, Muslims still willingness to enter into new situations comes from believe that benevolence comes from God (i.e., fate). The concept of ‘fate’ in Islam is complicated. The Qur’an indicates that, as one of the basic principles of faith in Allah, all deeds which occurred in the past, and those that will occur in the future, are prearranged. The concept includes two attitudes, which are ‘*twakol*’ (التوكل) and ‘*tawaakol*’ (التواكل). *Tawakol* views hard work as being pointless, as life is determined by an external power and one cannot control one’s fate. In their study of the customer’s perception of service quality in the Middle East, Welsh and Raven (2004) observed that fatalism has a negative influence on various measures of service quality; fatalism in their study is demonstrated by the practice of saying ‘insh-Allah’ during business transitions, which is classed as a *tawakol* term. Such attitudes reflect negatively on the level of trust between exchange parties. When the partner does not invest in a relationship, the exchange partner may feel that the partner is unwilling to continue, or that he is not interested in improving business deals between them. Thus, this has a negative influence on the future business relationships (Kabasakal and Dastmlchian, 2001; Kabasakal & Bodur, 2002).

'*Twakol*' focuses on accepting all conduct as coming from Allah, since Allah has power over all things and over human responsibility for their choice at the same time. Conversely, this concept also implies doing one's best to achieve something, then leaving the rest to Allah. In Islam, people are the vicegerent (voice) of God on earth; they are required to work to the best of their abilities to build the world and to utilise its natural resources. Thus, faith, in a way, is incomplete without productive work (Uddin, 2003). This value is positively related to working hard to build business relationships, as it involves investing time and money to build a level of personal trust before conducting any business, sharing information between both parties to minimise the level of uncertainty, and enhancing the ability to make timely and accurate decisions, which, in turn, maintains buyer-supplier relationships.

**Hypothesis 5: '*Qada* and '*Qadar*' positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

#### 2.3.2.6 '*Shura*' (الشورى)

Arab Middle Eastern people have a collectivist mind, which places a high level of respect for the head of the family in social life, as well as managers in their organisations. Thus, they accept the hierarchy (unequal power) in their societies. The acceptance of unequal power between Arab Middle Eastern people comes from the Qur'an, which reflects the existence of different classes in societies, in return for the equality of all humans in the eyes of Allah (Javidan and Dastmalchian, 2003; Rice, 1999).

Scholars write that the Islamic leadership has set a decision-making approach called '*Shura*', which includes the widest participation of stakeholders, either directly or via a representative (Hasan, 2009; Majeed et al., 2011). Although the final decision is usually made by the head of the family, or high-level managers, after discussing it at a group level (Kabasakal and Dastmalchian, 2001); this is known as '*shura*'. *Shura* is "participation in the form of consultation in discussions leading to the making of decisions" (Majeed et al., 2011, p. 55).

Al-Salem and Rowaih (1996) studied managerial values (i.e. the humanistic values system, the participation-related values system, the leisure values system, the work ethics values system, and the organisational values system) for Iraqi managers in the

industrial sector, finding humanistic values system in rank one, followed by participated-related values system, then organisational values system, work ethics values system, and finally leisure values system. A participated-related values system depends on providing the employee with the opportunity to participate in the decision-making process in the organisation. The researchers identified the reason behind the high ranking for humanistic and participation values as Arab culture in particular, Iraqi national culture and religions as enhancing this type of value.

Kabasakal and Dastmalchian (2001) note that respondents from Iran, Kuwait, Turkey, and Qatar perceived universal leader attributes such as *supportive*, *visionary*, and *charismatic* as part of their leader profile. In addition, consultation or participation has a different meaning in the Middle Eastern region, as opposed to the Western world (Solberg, 2002). Pasa et al. (2001) found that Turkey uses a participation style to induce feelings of belonging to the group, rather than to look for consensus or improve decision quality. Abdallah and Al-Homud (2001) argue that, in the Arab world, the purpose of consultation is to satisfy the parties involved, rather than to improve quality.

Sabri (2010) examined Jordanian managers' leadership styles in light of their cultural values in both the public and private sectors. The study found that Jordanian managers are more concerned with production and performance due to their cultural values (i.e., power distance and uncertainty avoidance). In addition, the study concluded that Jordanian managers designated a medium importance for the people and relationship leadership style due to the collectivist culture in Jordanian society. One collectivist characteristic is group interest being more important than individual interest. The members of the group expect a high level of loyalty to the group members (tribe, family, friends, etc.). This type of loyalty is reflected in the recruitment and promotion process in the Arab organisations; usually, it is based on the level of relationship with someone else (Sabri, 2010) and goes beyond that to ignore rules to facilitate and help relatives according to their interests (i.e., *wasta*). Accordingly, although Islam encourages participation between members of a group, in Arab societies they prefer centralisation and high level of power distance.

Furthermore, it is imperative to concentrate not only on building relationships with decision-makers, but also with those who advise them, because the final decision is

influenced by those who the decision maker knows and who is a member of the in-group (Javidan and Dastmalchian, 2003). The literature has stated that consultative leadership is used as a strategy to manage conflict, (Iles et al., 2012). However, the decision maker in the buyer and/or supplier organisation might be influenced by others, and decide to accept a business offer with the exchange party on different occasions.

Thus, when the supplier/or buyer feels that his or her ideas are taken seriously and goes through a discussion inside the organisation, the exchange party will act positively and influence the business relationship. The buyer and/or supplier will feel the importance for the exchange party's organisation too. In addition, the decision maker could be influenced by *shura* committee due to many cultural factors such as listening to *wasta*'s voice and *wajh* (i.e., saving face). The decision maker might decide to go with the business offer and then build a long-term relationship.

**Hypothesis 6: *Shura* positively impacts long-term buyer-supplier relationships in the Jordanian manufacturing sector.**

### **2.3.3 *Theqa* (Trust-الثقة)**

#### **2.3.3.1 The Importance of Trust**

*Theqa* is equivalent to “trust” in the Western context. Trust has been extensively studied by scholars in different disciplines, and each of these studies has demonstrated the importance of trust as a critical factor for developing successful long-term SCRs (Morgan and Hunt, 1994; Kwon and Suh, 2005), and for providing the organisation with a competitive advantage (Huff and Kelley, 2003).

Firstly, the aim of this research is to investigate the influence of culture on developing long-term relationships, and, for this, the researcher needs to consider a construct which will assure that the influence of culture on business relationships is noticeable. Secondly, trust in business relationships in the Middle East is built on a personal level, rather than at an organisational level, as in the Western context (Hamlin, 2013). Thirdly, the literature states that individuals in collectivist cultures have a stronger in-group bias, in turn, resulting in lower individual trust than in an external individual or organisation (Huff and Kelley, 2003). Fourth, social networks foster certain attitudes and values between individuals and groups. These attitudes

and values depend on mutual trust and obligation which lead to reciprocity, increase the volume and value of interactions among individuals and groups. El-said and Harrigan (2009) summarised the relationship between social capital, trust and reciprocity in the Arab world in that

“at a community level, mutual trust and reciprocity are of primary importance particularly in countries and communities where property right are weakly developed or enforced, as is the case in Jordan and most of other Arab Middle Eastern states” (p. 1236)

Fifth, trust acts as a mechanism for controlling relationships (Das and Teng, 1998; Das and Teng, 2001; Li et al., 2010); managers need to shift from a control mindset (i.e., zero-trust) to a trust mindset (i.e., total-trust), as control has recently been labelled as a less effective mechanism (Hagel and Brown, 2002). As Reed (2001, p.201) noted

“The concept of ‘trust’ is taken to signify and represent a co-ordinating mechanism based on shared moral values and norms supporting collective co-operating and collaboration within uncertain environments. In sharp contrast, ‘control’ is taken to refer to a co-ordinating mechanism based on asymmetric relations of power and domination in which conflicting instrumental interests and demands are overriding contextual considerations”.

While formal control limits desirable behaviour by applying rules and regulations, social control encourages desirable behaviour by utilising the organisational norms and goals to affect peoples’ behaviours. Similarly, trust focuses on establishing shared expectations and, in turn, long-term relationships. The cultural background of firms may also influence the use of control mechanism; some scholars believe that Western firms rely more on formal control. Moreover, some scholars state that Chinese managers prefer to use social control due to their emphasis on social ties in their cultures (Li et al., 2010). When trust has been established, management can then concentrate on designing a reward system and reducing the barriers between exchange parties to motivate appropriate actions (Hagel and Brown, 2002). Sixth, and finally, scholars (e.g., Endot, 1995; Sherif, 1975) have identified a number of Islamic values which have their roots in the Qur’an and Sunah (teaching of the prophet Mohammed); trust is one of these major Islamic values.

### 2.3.3.2 Definitions of Trust

Trust has been discussed in different disciplines such as economics, psychology, and/or sociology. However, to date, scholars have had no universally accepted scholarly definition of *trust* (Rousseau et al., 1998; Blois, 1999). While some scholars do not give a definition of the term, many do refer back to earlier researchers (see Table 2.8). While Rotter (1967, 1971) and Doney et al. (1998) depend on their definitions of inter-personal trust, other scholars defined trust at an organisational level, and go beyond the confidence of the exchange party (e.g., Moorman et al., 1993; Morgan and Hunt, 1994) to the willingness to share risk (e.g., Kwon and Suh, 2005). Laeequddin et al., (2012) attempted an integrated conceptual model of trust building in SCRs based on risk level. Furthermore, scholars have defined the term by dividing it into its constructs (i.e., confidence, reliability, integrity, credibility, and benevolence) (e.g., Morgan and Hunt, 1994; Doney and Cannon, 1997).

**Table 2.9. Trusts' definitions**

Author, Year	Definition
Rotter (1967, p.651)	A generalized expectancy held by individuals that the word of another ... can be relied on
Rotter (1971, p.444)	As an expectancy held by an individual or a group that the word, promise, verbal, or written statement of another individual or group can be relied on
Anderson et al., (1987, p. 87)	Mutual trust is the degree to which the channel member perceives that its relationship with the supplier is based upon mutual trust and thus is willing to
Moorman et al., (1993, p.83)	Willingness to rely on an exchange partner in whom one has confidence
Morgan and Hunt (1994, p.23)	A confidence in an exchange partner's reliability and integrity
Doney and Cannon's (1997,	The perceived credibility and benevolence of a target
Doney et al. (1998, p.603)	A partner's ability to rely on another's word or promise stressing the need for consistency
Kwon and Suh (2005, p.27)	A willingness to take a risk and rely on an exchange partner in whom one has confidence
Laequddin et al., (2012, p. 550)	Is a sum of risk-worthy characteristics, risk-worthy rational and risk-worthy institutional systems of supply chain members
Yong et al., (2012, p. 606)	The process of continuous interaction, an entity forms the evaluation of the other entities by the gradual dynamic capacity, which can be used to guide further

Rotter (1967, 1971) and Doney et al. (1998) use the term ‘word’ or ‘promise’ as if trust can be based on other party’s word only, whereas Kwon and Suh (2005) state that the term ‘take a risk’ suggests that trust is a willingness to enter in an uncertainty situations with a business ‘partner’. Moorman et al. (1993) defines it as relying on one in whom one has confidence. Morgan and Hunt (1994) narrow the context into measurable terms of reliability and integrity as do Doney and Cannon (1997) who operationalised the term via credibility and benevolence. Furthermore, Rotter (1967, 1971), who mentioned developing trust on a single person or as a collective group, other scholars such as Moorman et al. (1993), Morgan and Hunt (1994), Doney et al. (1998), and Kwon and Suh (2005) mention the term ‘exchange partner’. Yong et al. (2012) state that trust is not permanent, for trust is a continuous process depending on the evaluation which can be used for further action. Furthermore, Anderson et al. (1987) specifically mention ‘mutual trust’ with the supplier and accept short-run terms in order to achieve the long-run objectives. Anderson et al. (1987) and Yong et al. (2012) offer a parallel definition in line with the objective of the present PhD project to build and/or maintain a long-term relationship with the exchange partner.

### **2.3.3.3 The Process of Developing Trust**

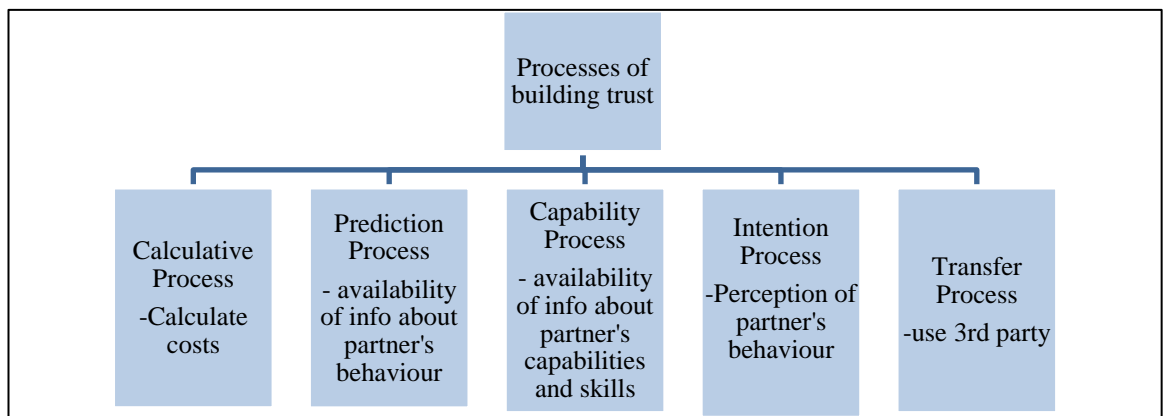
As shown in Figure 2.23, scholars note five processes in building trust (Doney and Cannon, 1997; Doney et al, 1998). The first process is a calculative one, which depends on a calculation of the difference between the cost of entering a business relationship and the results and the outcomes of being a partner within that relationship. The calculation includes the cost of engaging in opportunistic behaviour, and the level of risk that the partner is willing to take to help the other partner. As outlined above, opportunistic behaviour minimises the level of trust between partners. Therefore, the parties should determine an incentive system to encourage each other to take risks and help one another in the transaction process. On other hand, some scholars define three forms of trust: calculus-based trust, relational trust, and institutional trust (see Rousseau et al., 1998).

Another process involves the predictability of the other party’s behaviour. Having more information about the exchange party means that there is a higher chance of predicting the exchange partner’s behaviour This depends on the availability of information about the other party and the past experiences of the partner with the

exchange party. Thus, according to the available information about the exchange partner, another perspective to building trust emerges. This is capability—a process which focuses on the ability of one partner to satisfy the other by meeting expectations and the obligation to meet these expectations.

The intention process involves the analysis of one party’s behaviour and words to determine his or her intentions in an exchange. Shared values and norms between exchange parties help to build trust via the intention process. Finally, the transference process uses a third trusted party for both exchange partners who can transfer trust from one polarity of the exchange process to the second party.

**Figure 2.23. Processes of building trust**



**Source: (Doney and Cannon, 1997; Doney et al., 1998)**

### 2.3.3.4 Trust and SCR

The popularity of supply chain relationships has been raised in the past few years with an increasing interest in the role of trust in enhancing and improving relationships. There has been a noticeable increase over the last decade of the importance of trust in partnership and alliances in management literature. This section deals with the crucial role trust plays in long-term relationships. Studies have demonstrated the importance of trust as a critical factor in developing successful long-term buyer-supplier relationships. Hence, scholars have analysed trust as a mediating factor influencing the relationship or as an outcome of a process including a variety of factors.



For example, Morgan and Hunt (1994) and Nyaga et al. (2010) argue that trust and commitment are mediating variables which lead to successful relationships and enhance relationship performance. Doney and Cannon (1997) observed the nature of trust in buyer-supplier relationships through analysing the impact of supplier firms' and sales persons' trust on a buying firm's current supplier choice and future purchase intentions. The tested data found that the trust of the supplier firm and sales person influences future interactions with the supplier, but neither the trust in the selling firm or its sales people influences the supplier's selection decision.

Liedtka (1996) examined the importance of learning through trust and collaboration. Dyer and Singh (1998) stated that, when firms are in a collaboration position, they are often sharing their knowledge and resources with each other. Handfield and Nicholas (1999) discussed the importance of sharing information and resources in a trust relationship for the success of a strategic partnership. Finally, Monczka et al. (1998), Peters and Hogensen (1999), and Chandra and Kumar (2001) have stated that trust and collaboration are becoming more prevalent in SCRs because of their ability to reduce uncertainty.

In addition, other scholars have described trust as a process and outcome for sequential relationships with other constructs (e.g., information sharing, uncertainty, partner asset investment and opportunistic behavior). Trust decreases the level of uncertainty (Morgan and Hunt, 1994; Huff and Kelley, 2003) and has a positive influence on the level of commitment and plans to remain in the relationship (Doney and Cannon, 1997; Doney et al., 1998; Kwon and Suh, 2005). Trust encourages better communication between partners. Trust and commitment are the foundation of effective co-operation within supply chains (Barratt, 2004), but trust as a moderator variable has a stronger effect than commitment (Morgan and Hunt, 1994). Thus, manufacturers recognise that their ability to become world-class competitors is based on their ability to establish high levels of trust and co-operation with their suppliers (Humphreys et al., 2001).

### **2.3.3.5 Culture and Trust**

National culture is one of the determinants of trust in an exchange relationship. Two national culture dimensions relate to dealing with self: collectivism/individualism

and masculinity/femininity (Doney et al., 1998; Power et al., 2010). While few scholars have studied collectivism/individualism with reference to trust, many have found that trust is high in collectivist and low in individualist societies (Huff and Kelley, 2003).

In their study on the impact of culture on organisational trust in the banking sector in seven nations (individualistic versus collectivistic), Huff and Kelly (2003) distinguished trust according to the level of analysis—internal or external. While internal trust is the climate of trust within an organisation, external trust is “the extents to which organisational members have a collectively-held trust orientation toward a partner firm” (Huff and Kelley, 2003, p. 82). Research findings show higher levels of propensity for trust and organisational external trust in the United States than in Asia. The reason is that individuals from collectivist cultures have less trusting attitudes and behaviours towards the out-group than in-group members.

In the Middle East, people are very trusting and empathetic towards their in-group members, and subordinate personal goals to achieve the group goal (Elahee et al., 2002; Power et al., 2010). Moreover, there is a great level of integration between members which enhances the building of trust via a transfer process (i.e. ‘*wasta*’); (Doney et al., 1998).

The trust literature focuses on employees’ perceptions, but Whitener et al. (1998) turned towards managers as initiators of trust, and examined the antecedents of managerial trustworthy behaviour. They discussed individualistic cultures that emphasise self-interest. Managers in these cultures face a conflict between the risk of opportunism and building a trusting relationship, which is not the case in collectivist cultures. A manager’s cultural values and practices may reflect a propensity for co-operation, which will encourage him or her to initiate trust and engage in trustworthy behaviour.

Elahee et al. (2002) examined the role of national culture in the formation of trusting relationships between exchange partners when negotiating behaviour within NAFTA (North American Free Trade Agreement) countries. The findings of this study demonstrated the role of both culture and trust in negotiation behaviour and the importance of building relationships with exchange parties, especially when the

exchange partners come from collectivistic, high-context, uncertainty avoiding, and large power distance culture, as trust is more likely to develop in situations where there is a common history, beliefs in the same god, and similar political ends.

### **2.3.3.6 *Theqa* and the Middle East cultural values**

*Theqa* (i.e., trust) functions as a moderator variable between many independent variables and long-term business relationships. The following discusses the moderate role of *theqa* with the Middle East cultural values in buyer-supplier relationships.

As *ta'arof* has the role of getting to know the exchange partner and building a business relationship between buyer and supplier, *theqa* has a moderate role in the business relationship. Solberg (2002) found that the purchasing process in Arab countries followed the Western model, except that developing trust between exchange parties takes longer, which was evident in the slow decision processes within Arabic organisations. *Ta'arof* has different components, each of which has a positive role in enhancing *theqa* and investing time to maintain a friendly environment. In addition, this allows the out-group individuals to enter the in-group circle. This movement from outside of the circle into inside is not achievable without a level of *theqa* between the two parties.

### **Hypothesis 7: *Theqa* moderates the relationship between ‘*ta'arof*’ and buyer-supplier relationships in the Jordanian manufacturing sector.**

Correspondingly, ‘*wasta*’ features when mediators trusted by supplier and buyer in a specific transaction are used (i.e., *waseet*, or a middleman). Barnett et al. (2011) observed that a ‘*waseet*’ is used between tribes and families to negotiate and solve conflicts between tribes. Doney and Cannon (1997) identified five processes of building trust and state the transfer process as one of these, whereby a third party is used to facilitate the initial meetings (i.e., *ta'arof*) and conversations between parties (Javidan and Dastmalchian, 2003), and helps to transfer *theqa* (i.e., trust) from ‘*wasta*’ as a ‘proof source’ to another party to build a friendly environment. Therefore, ‘*wasta*’ (i.e., ‘*waseet*’) works as a mechanism to transfer *theqa* and friendship between exchange parties. ‘*Waseet*’ is a helpful component in facilitating the joining of a party in ‘*wasta*’ closed circles, which provides access to advantages and builds business relationships (Tlaiss and Kauser, 2011; Loewe et al., 2008).

**Hypothesis 8: *Theqa* moderates the relationship between *wasta* and buyer-supplier relationships in the Jordanian manufacturing sector.**

The literature analysed relates the importance of fulfilled promises to build a level of trust to assure the relationship between exchange parties. In their study of trust/commitment between suppliers and dealers within the Swedish wood industry, Zineldin and Jonsson (2000) argued that trust and commitment are result of actions rather than of promises.

Scholars in the service sector link promises with trust and argue that building customer relationship in the service sector is not easy because services are intangible. Customers rely on supplier credibility and their own experiences to judge whether the promises made will meet their expectations or not. That is, “customers generally do not purchase services, *per se*, but promises of services” (Claycomb and Martin, 2002, p. 617).

Skinner et al. (2004) examined employment relationships, in particular, the role of promises and trust in improving the working lives within the National Health Service (NHS). Scholars found that 72% of respondents disagreed that Primary Care Trusts (PCTs) were open and honest with them and concluded that management promises are one of the major constructs existing between individuals and organisations capable of fostering a positive environment of trust. High levels of trust are often linked with long-term commitment to an organisation, and this is measured by the willingness of the employee to remain in the organisation and help it to achieve its goals.

Bitner (1995) stated that every time a customer interacts with a service organisation via technology or in person, the organisation is challenged to keep its promises for its customer; in the mean time, the customer perceives a “moment of truth” with the organisation, and then builds a level of trust, potentially increasing loyalty and building a relationship. Through a series of positive interactions with the organisation, a sense of trust in the organisation will evolve together with growing relationship commitment. After a period of time, the consumer begins trust the service provider and feels comfortable with the relationship. In some cases, the customer is aware of a competitor’s services, but he or she chooses to stay in relationships due to predictability and comfort.

Conway et al. (2011) examined the differences in psychological contract breach and fulfilment on work-related attitudes and affective well-being outcomes. One of the psychological contract features is that, once a promise has been broken, it cannot easily be repaired. The fulfilment following a breach is unlikely to overcome the negative consequences, as the human nature perceives loss as more harmful than the pleasure of gain. Moreover, broken promises have greater effect than exceed promises on the daily mood of the employees. As Conway et al. (2011) noted,

“fulfilment following breach would not repair relationships or return trust, equity and commitment back to levels prior to the breach, due to the difficulty of re-establishing the relationship” (p.273)

Similarly, De Vos and Meganck (2011) examined the effects of psychological contract breach and fulfilment on retention management. The researchers noted that creating an optimal portfolio of human resource (HR) practices (i.e., fulfilment career development, fulfilment job content, fulfilment social atmosphere, fulfilment financial rewards, fulfilment work-life balance) is important but not sufficient; instead, HR should manage employees’ perceptions regarding the fulfilment promises in return for their loyalty, commitment, and intention to stay.

Applying the results of the literature review in our research context allows us to state that keeping promises enhances the level of *theqa* between exchange parties, thus strengthening a long-term relationship with the exchange partner, and shaping the following hypothesis:

**Hypothesis 9: *Theqa* moderates the relationship between wa’ad and buyer-supplier relationships in the Jordanian manufacturing sector.**

Middle Eastern partners are also unwilling to break their word (Hutchings and Weir, 2006; Robertson, 2002), because they place value on ‘maintaining face’ (i.e., *wajh*), and tend to say ‘*Insha-Allah* (إن شاء الله - If Allah wills), instead of saying ‘No’. Therefore, they have to be sure they can deliver what they promise in order to save face (Chen and Starosta, 1998; Hutchings and Weir, 2006; Rice, 1999). Thus, the fulfilment of promises in order to save a person’s face will reduce the perceived conflict between exchange parties, which, in turn, fosters a level of trust and having a positive influence on long-term buyer-supplier relationships. In addition, an

individual will avoid certain behaviours because those behaviours are inconsistent with the image he or she builds for the future. Moreover, acting to maintain one's face and others' face is critical for harmony in relationships, as well as smooth interactions between exchange parties.

**Hypothesis 10: *Theqa* moderates the relationship between maintaining 'hifz ma'a wajah' and buyer-supplier relationships in the Jordanian manufacturing sector.**

As a religion, Islam plays a significant role in the Middle Eastern people's personal and business life. When the Middle Eastern party works hard, invests time to understand the exchange partner's needs, and invests money to facilitate the business procedure in order to develop a long-term relationship with the supplier for, then the exchange party will trust him/her to build a fruitful business relationships. Thus, the exchange party will help him or her, in return, to facilitate the business and build a long-term relationship.

**Hypothesis 11: *Theqa* moderates the relationship between 'qada and qadar' and buyer-supplier relationships in the Jordanian manufacturing sector.**

The literature reviewed goes beyond considering the purpose of a consultative approach simply to support the feeling of belonging and satisfying the involved parties, and link it with building trust between leaders and his/her subordinates. Burke et al. (2007) argue that consultative leadership has been demonstrated as providing a positive relationship to trust in leadership. In their study of transformational leader behaviour, Podsakoff et al. (1990) argued that using participation management styles influences employee trust. Other scholars state that listening to employees' voices increases their perceptions of being treated fairly and, in turn, enhances the level of trust in their leader. Likewise, Gillespie and Mann's (2004) examined a wide range of leadership practices on followers' trust, noting the relationship between a set of leadership practices (i.e., transformational, transactional, and consultative) and members' trust in their leader in research and development (R&D) teams. These researchers found consulting team members to be one of three factors (consulting, communicating, and sharing values) which influenced team members' trust in their leadership.

Nonetheless, ‘*Shura*’ exists in the Middle East as a consultative management style, which influences the level of trust between exchange parties; hence, the involved parties will feel that their voices are valuable to organisations. In case of buyer-supplier relationships, when the buyer and/or supplier consults the partner before taking a decision related to their partnership, the trust built between them reflects the importance of the partner and enhances the quality of the decision. This also improves trust in the relationship and this, in turn, has a positive impact on long-term buyer-supplier relationships as stated in the literature.

**Hypothesis 12: *Theqa* moderates the relationship between shura and buyer-supplier relationships in the Jordanian manufacturing sector.**

#### **2.3.4 Summary**

The focus of this section was on Arab Middle Eastern cultural values in terms of their effects on buyer-supplier relationships. In spite of the popularity of Hofstede’s framework, it has been subject to several limitations, thereby making it incapable of providing a complete picture of the more specific values and norms of other nations. In response to the theoretical and empirical shortcomings of Western cultural frameworks and in order to understand other culture (non-Western) dynamics, Middle Eastern cultural values (e.g., ‘*Ta’arof*’, ‘*Wasta*’, ‘*Hifz Ma’a Wajh*’, ‘*Wa’ad*’, ‘*Qada* and ‘*Qadar*’, and ‘*Shura*’) were discussed and therefore adopted for the study of the dynamics of cultural value effects on buyer-supplier relationships. As discussed previously, the Middle East has not received the attention which it deserves and neither has Middle Eastern cultural values in terms of SCRs. Thus, building on existing literature pertinent to Western-dominated cultural values, as well as specific Arab Middle Eastern values, this study has developed a number of hypotheses. In order to test these hypotheses, a quantitative methodology has been adopted and the details will be discussed in the next section.

## Chapter 3: Research Methodology

### 3.1 Introduction

Based on the literature review, framework and research hypothesis discussed in the previous chapter, the purpose of this chapter is to discuss the adopted methodological approach to collect data and to test the framework empirically. The empirical design and methodology used in the current research project test the hypotheses from both buyer and supplier perspectives. The choice of a suitable research methodology is crucial for the achievement of the objectives of any research. The following section therefore identifies the research objectives and the philosophical stance of the research project. This is followed by the data collection stage, which explains the process of development of the survey instrument and examines the structured questionnaire. Furthermore, participants and samples, plus the types of questions are also outlined.

### 3.2 Research Objectives

The overall aim of the present research is to investigate the relationship between Arab Middle Eastern cultural values, *theqa* (trust), and buyer-supplier relationships in the Jordanian manufacturing sector. The objectives of this research were:

- To investigate the influence of culture and *theqa* on the developing long-term buyer-supplier relationship for the manufacturing sector in Jordan.
- To explore and examine the relationship between *ta'arof* and buyer-supplier relationships in the Jordanian manufacturing sector.
- To explore and examine the relationship between *wasta* and buyer-supplier relationships in the Jordanian manufacturing sector.
- To explore and examine the relationship between *wa'ad* and buyer-supplier relationships in the Jordanian manufacturing sector.
- To explore and examine the relationship between *hifz ma'a wajh* and buyer-supplier relationships in the Jordanian manufacturing sector.
- To explore and examine the relationship between *qada* and *qadar* and buyer-supplier relationships in the Jordanian manufacturing sector
- To explore and examine the relationship between *shura* and buyer-supplier relationships in the Jordanian manufacturing sector.



Despite the accepted fact of the influence of national culture on SCRs, the review of the literature indicates that there is as yet insufficient evidence on the dynamics of cultural values on SCRs in non-Western settings, with research happening predominantly in Western settings. Therefore, this study attempts to avoid such weakness in the literature and shifts from using Hofstede's cultural framework to more specific Middle Eastern cultural values.

### **3.3 Philosophical Position of the Research: Positivism**

Before establishing the philosophical position of the research, it is important to define the term *paradigm*. Mingers (1997, p. 490) defines paradigm as "a very general set of philosophical assumptions that define the possible research and intervention". Underlying any paradigm, scholars state, are two assumptions: epistemology and ontology.

There are two main ontological positions. These are positivism (adopted for the current study) and constructivism. Whilst positivism is based on the objectivity of the external reality, constructivism refers to reality as a social construct built up from the perceptions and actions of social actors (Bryman 2004). Adopting a positivist paradigm requires researchers to be objective rather than subjective while understanding the real world (Weber 2004). Given that the main focus of this research is the causal effect of a number of quantitative and qualitative variables on supply-chain management relationships, reality should not be affected by the participants and the researcher, in turn, needs to be objective in examining this relationship and in analysing it. Philosophically therefore, the quantitative nature of this research is based mainly on objectivist and positivist paradigmatic theories of reality and knowledge.

However, underlying the assumptions of positivist philosophy, this study attempts empirically to analyse and test the developed model and the derived hypotheses that can be broadly applied to relevant contexts and research findings that focus on the relationship between national culture and long-term buyer-supplier relationships (from both a buyer's and supplier's point of view) in the non-Western settings of the manufacturing sector in Jordan.

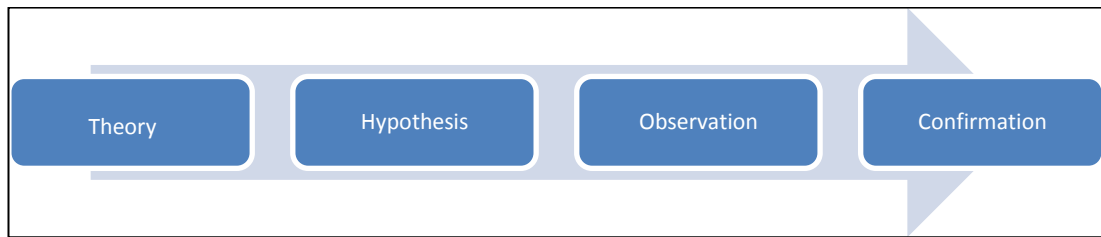
### 3.4 Research Approach: Empirical-Deductive

According to Kirck and Miller (1986), positivism regards reality as it determines itself and, in turn, assumes that there exists only one correct view of this reality, irrespective of any circumstances. This view is usually referred to as the *correspondence theory of truth*. Consequently, it is common to find most positivists relying on empirical tests/descriptive statistical analysis in examining a phenomenon, because they provide the objective truth of that phenomenon (Scudder and Hill 1998; Croom et al. 2000). For instance, Scudder and Hill (1998) analysed a number of journals in operations management in order to identify the most frequently used methods of analysis. Overall, Scudder and Hill concluded that the preferred methodology is empirical research. Similarly, in their analysis of a number of journals within the area of supply chain management, Croom et al. (2000) further provided evidence that most of the studies use empirical descriptive methods. In addition, Prasad and Babbar (2000) found that the empirical research is predominant in international operations management (IOM) at 39%, followed by modelling and descriptive methods at 33% and 28% respectively. The congruence between the findings of these studies indicates that empirical research methods strengthen the correspondence theory of truth.

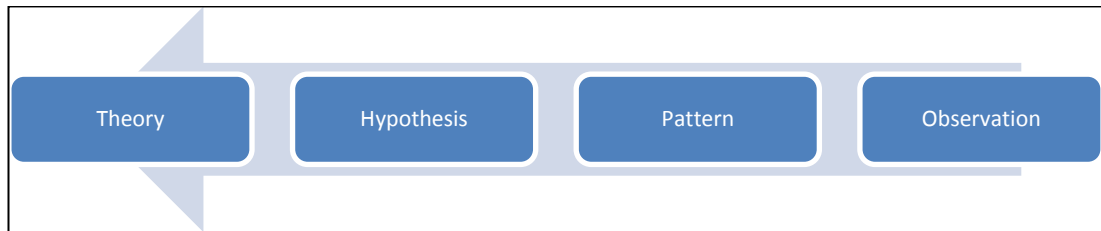
A deductive approach is highly associated with positivist philosophy. The deductive approach, also called the top-down approach (i.e., testing a theory), moves from the general to the more specific to test a theory. By contrast, the inductive approach, also called the bottom-up approach (i.e., building a theory), moves from specific observations to broader theories (Saunders et al. 2000; Neuman 2011; Liao 2011). The deductive approach includes five stages: (1) deducing a hypothesis from a theory, (2) expressing the hypothesis in operational terms, (3) testing the operational hypothesis, (4) examining the outcomes by confirming the theory or determining if modification is needed and (5) if necessary, modifying the theory in light of findings (Saunders et al. 2000).

In short, as a result of adopting a positivist philosophy for this study, the focus is on theory testing and the hypothesis concerning the manufacturing sector is deduced from theory. A graphic explanation of the deductive research approach versus the inductive research approach is given in Figures 3.1 and 3.2.

**Figure 3.1. Deductive Approach**



**Figure 3.2. Inductive Approach**



**Adapted from Neuman (2011), p. 70**

### **3.5 Research Methodology: Quantitative Research Methodology**

The aim of this study is to investigate a novel area within SCM, specifically, the impact of Arab Middle East cultural values on long-term buyer-supplier relationships. Given this aim, a quantitative methodological approach is the most appropriate for this research. Since this study is an exploratory study in an under-researched context (Humphries and Wilding, 2003), the researcher wants to maximise the objectivity and minimise the subjectivity in the research (Liao 2011). The nature of the present research questions and exploratory studies required us to provide information in breadth, from a large number of respondents. This breadth allows the researcher to generalise the research findings to other Arab Middle East countries. In addition, quantitative research is the most appropriate for collecting large data within a limited time frame and budget (Neuman 2011). Also, quantitative research is appropriate for testing research hypotheses. In order to measure the performance of SCR in the present research with reference to continuing long-term relationships, the researcher needs to collect numerical data to explain the research phenomena using a quantitative technique (survey). The LTR (the dependent variable) is measured by performance and long-term orientation, so the majority of the statements measure performance indicators (financial and non-financial) and tend to have historical value, which allows the researcher to be objective. The present

research follows the majority of research in the field using quantitative research, which allows researchers to be objective.

### **3.6 Research Strategy: Survey**

Once the philosophical position of the research has been identified and justified, another important consideration in the research methodology is the methods or techniques adopted for the data collection. These methods have to be compatible with the philosophical position of the research. In light of objectivism, positivism and the deductive approach, the method adopted in this research is a survey.

The variables included in the research were investigated through developing and designing a comprehensive questionnaire to test the impact of a number of variables on the long-term relationship of SCM. At the outset, structured questionnaires have a number of advantages, such as being economical in collecting a large amount of data, easier to arrange, and accurate (Denscombe 2007; Saunders et al. 2000; Neuman 2011; Liao 2011). In addition, the use of a questionnaire ensures objectivity, validity and reliability of the data; it offers an unbiased manner for randomly selecting the research subjects; it facilitates the analysis of the data by using various statistical methods; it provides the opportunity to replicate the research as the researcher has no input into the way the questions are answered by the respondents; and finally, it produces quantifiable and reliable data that are generalizable to wider and larger populations with similar characteristics (Liao 2011; Liao et al. 2010).

Although the questionnaire is not the only data-collection device, it is the most dominant data collection technique (Saunders et al. 2007) (see Table 3.1). The current research utilizes a structured questionnaire to collect data from the research sample (buyers and suppliers). A structured questionnaire is a means of collecting standardized data which in turn results in easy comparison findings. Finally, it allows researchers to obtain information that cannot be observed directly (Liao 2011).

**Table 3.1. Sample of the methodological approach in the managerial literature**

Author (Year)	Industry	Methodology
Morgan and Hunt (1994)	Automobile Tire Industry	Questionnaire
Doney and Cannon (1997)	Manufacturing Sector	Questionnaire
Dastmalchian et al. (2001)	Telecommunication, Food Processing and Banking	Questionnaire
Humphreys et al. (2001)	Manufacturing Sector	Questionnaire, Interviews
Friman et al. (2002)	Service Sector	Semi-structured questionnaire in a personal interview
Saad et al. (2002)	Construction Sector	Questionnaire
Filho et al. (2003)	Fresh Produce Industry	Questionnaire
Hope (2004)	Service Sector (Hotels)	Field work, structured interview, questionnaire
Pagell et al. (2005)	Non-Fashion Textile, Machine Tools	Survey
Wu and Choi (2005)	Manufacturing Sector	Multi-case study, semi-structured interview
Metters (2008)	Offshore Service	Case study, semi-structured phone interview
Zhao et al. (2008)	Manufacturing Sector	Questionnaire
Runyan et al. (2009)	Store Apparel Buyers	In depth interviews
Power et al. (2010)	Manufacturing Sector	Survey
Cannon et al. (2010)	Manufacturing Sector	Preliminary Interviews, Questionnaire
Wiengarte et al. (2011)	Manufacturing Sector	Quantitative
Bastl et al. (2012)	Manufacturing Sector	Case study
Cadden et al. (2013)	FMCG	Mixed approach (i.e., questionnaire and case study)

### **3.7 Time Horizon: Cross-Sectional**

Research can be classified into two types related to the time orientation: they are longitudinal research and cross-sectional research (Bryman and Bell 2007). Given the objectives (i.e., to explore the impact of the Middle Eastern cultural values on long-term buyer-supplier relationships) and the availability of the data for the current research, a cross-sectional time horizon was adopted in the subject research, because cross-sectional research aims to gather data on the researched phenomenon once at a single point of time from more than a single source (Bryman and Bell 2007; Neuman 2011). On other hand, longitudinal research examines the collected data from the same sample across more than one point of time to explore changes over time.

In short, as this study aims to investigate the influence of cultural values on buyer-supplier relationships in the Middle East, in particular in the Jordanian manufacturing sector, it is difficult to examine the changes over time because first, the cultural values are unlikely to change over time (Liao 2011) and second, there is a limited time and budget for the current research project. Accordingly, the present research adopts a cross-sectional research approach to collect the data.

### **3.8 Unit of Analysis: Buyer-Supplier Relationship**

Setting a unit of analysis is one of the most important steps in research design: it links to all parts of the research process and the major input that the researcher is going to analyse later to investigate the research phenomenon.

The unit of analysis could be individual, group, geographical unit (e.g., town, state), or social interaction (e.g., dyadic relations, divorce) (Cooper and Schindler 2011). The researcher should be careful in differentiating between the unit of analysis and the respondents of the research questions. Given the objective of the current research, the respondents are buyer and supplier organizations (supply-chain managers or related positions) and the unit of analysis deduced from the problem statement is the dyadic relationship between the two organizations (i.e., the buyer-supplier relationship).

The criteria of choosing respondents to the questionnaire are that the respondents should be in direct contact with buyers/suppliers in order to respond to the research

questionnaire and they should be willing to communicate with the researcher. For most small firms, the owner is the manager who is responsible for purchasing and selling, so he is the person who was contacted in order to achieve the research objectives. For medium-large firms, the researcher contacted different type of informant due to the different hierarchical system in the organizations, so the researcher contacted purchasing managers in most of the medium-size companies and logistics managers or supply-chain managers in large-sized organizations.

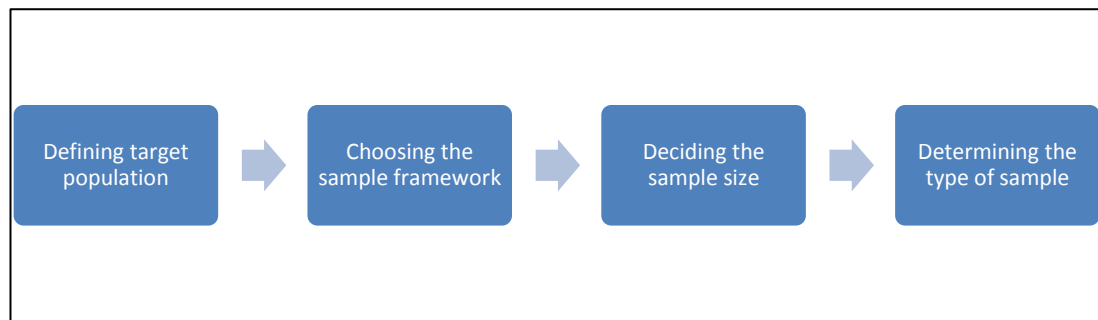
Most of the previous research in channel relationships has focused on one side of the relationship (Cadden et al. 2013), i.e., the research has been conducted either from buyer's perspective (e.g., Morgan and Hunt 1994) or the supplier's perspective (e.g., Filho et al. 2003). The information from both buyers' and suppliers' perceptions (i.e., the dyadic relationship) can provide a more comprehensive view of the relationships between buyers and suppliers than that from only one side.

However, this research did not collect dyadic matching pairs of buyers and suppliers, due to the difficulty in getting suppliers' contact details from Jordanian companies. This difficulty of reporting and contacting the suppliers did not allow for data matching.

### **3.9 Sampling: Description and Size**

The sampling process is the procedure by which some elements of the entire population were selected in order to generalize the findings. The sampling process allows the researcher to get greater data with lower cost (Cooper and Schindler 2011). The sampling process shown in Figure 3.3 involves several steps, starting from defining the population and then choosing the sample frame, followed by determining the type of the sample and lastly deciding the sample size (Saunders et al. 2000; Cooper and Schindler 2011; Creswell 1994, 2009).

**Figure 3.3. Sampling Process**



**Adapted from Cooper and Schindler (2011), p. 175**

The aim of this research is to study the influence of culture on the developing long-term buyer-supplier relationship for the manufacturing sector in the Middle East and to examine the factors that influence this relationship.

The manufacturing sector in Jordan has been selected as the setting against which to examine the research phenomena for the following reasons. Although Jordan has free trade agreements with the United States, Europe and Japan, which have enhanced the manufacturing sector and put it in a growth stage over the last decade with average annual growth of 8%, most of the organizations in the manufacturing sector are small and medium-sized, which means they lack purchasing power. This inhibits improvement in the manufacturing sector that could enhance the GDP level as well. In addition, the manufacturing sector is dominated by the textile sector, which faces a critical crisis due to international competition. As a result, the Jordanian government was forced to impose a 20% customs duty on imported clothes in order to help local manufacturers (Obeidat 2013). The manufacturing sector is also dominated by leather and footwear, chemicals, plastics, IT, furniture, food, packaging and engineering industries ([www.emporikitrade.com](http://www.emporikitrade.com)).

In respect to the sample frame, a database from the Amman Chamber of Industry was used. The list contains 8,330 companies spanning multiple industries in therapeutics, plastic and rubber products, chemicals, engineering, furniture, construction, printing, food and garments.

Moreover, in respect of the sample size and probability sample, the researcher has to take into account a number of issues to select the appropriate sample size, such as the



confidence level the researcher needs for the data, the tolerable margin of error, the type of statistical analysis and the total population size (Saunders et al. 2000; Liao 2011).

After determining the sample size, where confidence level is 95% (equation 1)

$$n_0 = \frac{(t^2)(p)(q)}{d^2}; \text{ Where } t = 1.96, (p)(q): \text{ estimate of variance} = .25, d: \text{ accepted margin of error } .05 \dots \text{ equ(1)}$$

$$n_0 = \frac{1.96^2 (.25)}{.05^2} = 384.16 \text{ companies}$$

And the correction formula (equation 2)

$$n_1 = \frac{n_0}{1 + \frac{n_0}{N}}; \text{ where } n_0 \text{ is initial sample size, } N \text{ is population size } \dots \text{ equ (2)}$$

$$n_1 = \frac{384}{1 + 384/8330} = 367.11$$

A final list of 367 companies was determined as a representative sample size. Since the current research focuses on buyer-supplier relationships, 734 questionnaires were determined as the required sample size (367 to buyers, 367 to suppliers). In response to the sample size and due to using the multiple regressions, the ratio of observations to independent variables should not fall below five. A more conservative ratio of ten observations for each independent variable was reported optimal (Kortlik et al. 2001). In addition, if the researcher uses factor analysis, the same criteria under multiple regression should be used, in addition to one other criterion: the factor analysis should not be done with less than 100 observations. In line with the recommendations and in an attempt to enhance the generalizability of the findings, a sample size of 652 was collected across both buyers and suppliers (350 buyers and 302 suppliers).

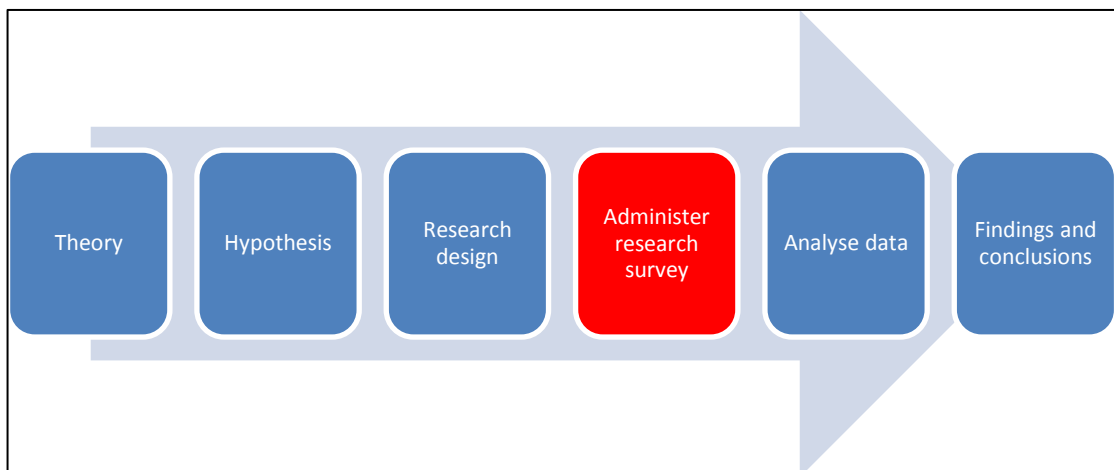
Once the suitable sample frame and the actual required sample size were chosen, it was necessary to select the appropriate sampling technique to obtain a representative sample. The choice of which of the five main techniques (i.e., simple random, systematic, stratified random, cluster, and multi-stage) to use depends on the research questions and objectives, the sample frame, the required sample size, the

geographical area, the use of an assistant researcher or not and the ease of explaining techniques (Saunders et al. 2000). The current research project adopted the stratified sampling techniques to ensure the study included organizations from each segment in the manufacturing sector to increase the sample's statistical efficiency, to provide adequate data for analysing the various sub-groups, and to enable the researcher to use different research methods and procedures in different data, if needed (Cooper and Schindler 2011).

### 3.10 Data-Collection method

In order to accomplish the research objectives, a number of steps were taken in order to apply a quantitative methodology (see Figure 3.4). In addition, a number of steps were taken in order to construct a structured questionnaire. To ensure the content validity of the measures, a number of steps were taken.

**Figure 3.4. The process of quantitative research**



**Source: Adapted from (Cooper and Schindler ,2011)**

After reviewing surveys from a number of academics, an online survey via Qualtrics was chosen to accomplish the pilot study between April and October 2012. The researcher conducted phone calls with the companies in order to get an access to the right people. The buyers' online surveys were sent out to the managers in the manufacturing sector in Jordan. The respondents were asked to provide the researcher with contact details for one of their key suppliers in order to send them

the questionnaire. Follow-up took place through a number of phone calls and three sets of reminders were sent out to the respondents.

The advantages of web-based questionnaires include keeping the cost down while providing greater distribution, which results in a higher response rate (Klassen and Jacobs 2001). In addition, the responses can be transferred directly into a database, which enhances the accuracy of data entry and collection (Denscombe 2007; Klassen and Jacob 2001). Given the purpose of the research project and the breadth of the information required, a face-to-face survey method was chosen to accomplish the goals of the main study. The researcher used the drop-off and pick-up method (Yousef 1998) through conducting field work between January and May 2013.

Being a Jordanian citizen for whom Arabic is the first language helps to overcome most of the potential problems. Face-to-face and self-administration questionnaires provide the researcher with the opportunity to monitor participants effectively as they complete the questionnaires, is cheaper, and is quick to administer (Bryman and Bell 2011).

In order to eliminate any confusion in this section due to the use of two different methods to collect data (i.e., the pilot study and the main study), Table 3.2 summarises and compares the processes of collecting the data in the pilot study and the main study. The data collection for the pilot study and the main study are discussed in detail in sections 3.13 and 3.17 respectively.

**Table 3.2. Pilot study and main study data collection process**

	<b>Pilot Study</b>	<b>Main Study</b>
Reviewed by	Academics	-----
Getting to the respondents	Phone calls	Personal visits
Respondents	Managers	Managers
Survey type	Online	Drop-off and pick up
Follow-up procedure	Phone calls and emails	-----
Analysis	Cronbach's alpha, item loading and total item correlation	Multiple Regression
Period	April-October 2012	January-May 2013
Returned questionnaires	76 buyers and 42 suppliers	350 buyers and 302 suppliers
Cost	High, but less than face-to-face	High

Table 3.3 compares the advantages and disadvantages of face-to-face, postal, telephone and Internet questionnaire surveys. As can be seen from Table 3.3, the response rate seems to be improved when the researcher uses a face-to-face survey.

In this research, data were gathered through a carefully constructed questionnaire. Below the systematic process of questionnaire design is described.

**Table 3.3. Advantages and disadvantages of face-to-face, phone, post and Internet questionnaire surveys**

	Response Rate		Representative Sample				Effects on questionnaire design				Implementing the survey		Cost
	General samples	Specialised sample	Avoidance of refusal bias	Control over who completes questionnaire	Gaining access to selected person	Locating selected person	Long questionnaire	Complex questionnaire	Item non-response	Open-ended questions	Ease of obtaining suitable staff	Length of data-collection period	Cost
<b>Face-to-face</b>	√	√	√	√	=	=	√	=	√	√	X	X	X
<b>Phone</b>	√	√	√	=	√	√	=	√	√	√	=	=	=
<b>Post</b>	√	√	X	=	√	√	=	X	X	X	√	X	=
<b>Internet</b>	√	X	=	=	√	√	=	√	√	=	√	√	√

**Adapted from Lioa (2011), p. 205**

Where (√) means good/very good, (=) means satisfactory/fair, and (X) means poor

### 3.11 Developing the Survey Instrument

Based on the literature review and the established objectives/questions of the study and to develop a survey instrument in order to test the key variables and hypothesis established in the theoretical framework (Zakaria et al. 2003), a draft questionnaire was prepared. Two phases took place in order to develop and pre-test the measures. As noted, questions were initially generated based on review of literature. Two exercises were conducted to evaluate the content validity of the survey (Fynes et al. 2005). First, academic and experts in supply-chain field were consulted to judge the items in of the following way:

- Evaluate the adequacy of the items along the definitions provided
- Eliminate items that poorly capture each variable; and
- Add items that might represent each latent variable but were not included in the initial list. (Lee et al. 2001, p. 59)

Three academics reviewed the survey. The first one is a PhD holder in supply-chain relationships from the UK with experience in the industry for over 15 years. The second reviewer is a PhD holder in supply-chain relationships in the United States. Finally, the third has a PhD and post-doctoral degree with a research interest in international business and cross-cultural management at a United States university.

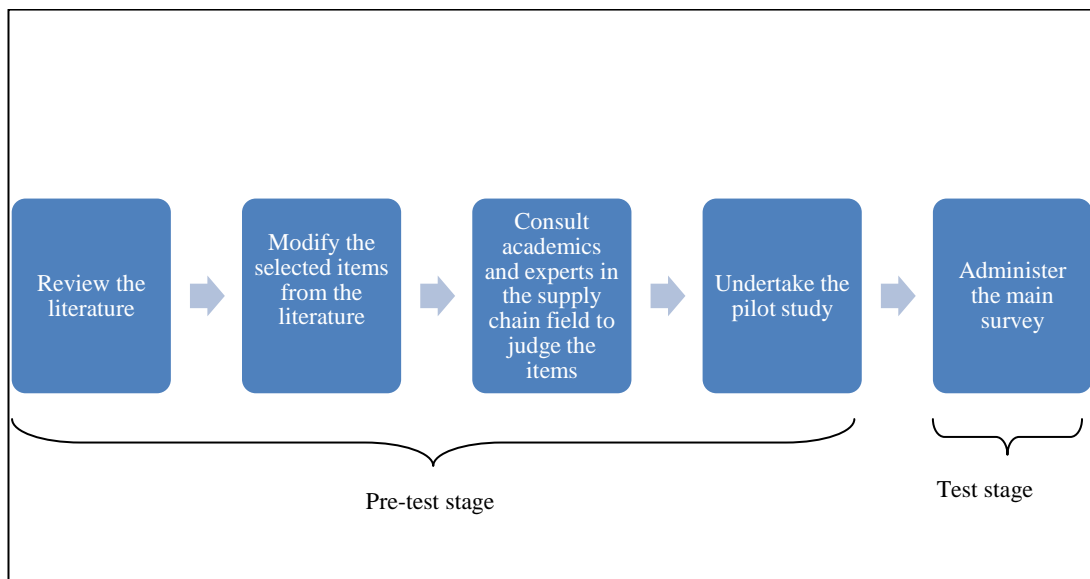
All the questionnaires were translated into Arabic, which is the official language in Jordan, to avoid any confusion in the responses provided by the participants (Elsaid 2012). This was completed by two individuals with degrees in English literature from the UK ,for whom Arabic is their native language. The English and Arabic versions were compared and examined for differences by an academic in international business at one of UK's universities, having Arabic as his first language. It was determined that no differences existed between the two versions of the questionnaire. Thus, no adjustments were necessary.

Second, the revised questionnaire was pilot-tested using a total sample of 122 firms divided into 76 buyer firms and 46 supplier firms (Lee et al. 2001). The buyers were randomly drawn from the Amman Chamber of Industry (ACI) database. The suppliers firms were suppliers for the contacted buyer companies. The respondents were asked to complete the questionnaire and after the pre-test stage, the main survey was conducted.

### **3.12 Details of the survey instrument (the questionnaire)**

The questionnaire elements were designed in four stages (see Figure 3.5). In stage one, the literature was reviewed and a dataset that includes the necessary related questions for the present research project was compiled. At this stage, the demographic question set was also created.

**Figure 3.5. The Survey design**



In stage two, the researcher selected 79 questions from the literature and modified some of them for the present research purpose, dividing them into four sections. Section one included ten questions related to company profile (e.g., how many years have you been in the market, which industry does your company belong to, what is your market share, how many suppliers are you dealing with, etc.). Section two related to Middle Eastern cultural values, with 41 questions distributed between six values. The six *ta'arof* items were adapted from Doney and Cannon (1997) (see Table 3.4).

**Table 3.4. *Ta'arof* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's Alpha
This supplier/ buyer is someone we like to have around	Doney and Cannon (1997)	0.90
This supplier/buyer is always nice		
This supplier/buyer frequently visits our company like visiting a good friend		0.85
This supplier/ buyer spends considerable time getting to know us		
This supplier/ buyer invites us to visit his house for a lunch or dinner		N/A
With this supplier/buyer we talk about common interests		

For *wasta*, 11 items were chosen from Al-Ali et al. (2008) and Coyne et al. (2009) (See Table 3.5).

**Table 3.5 *Wasta* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's Alpha
<i>Wasta</i> is helpful for business people/ <i>wasta</i> is important in business life as well as in personal life	Al-Ali et al. (2008)	0.77
In order to get a really good chance to work with a buyer/supplier, friends or family members in high positions are needed		
When it comes to finding a supplier/buyer, "who you know" is more important than "what you know"		
I use <i>wasta</i> in most of my interaction to save time	Coyne et al. (2009)	N/A
I use <i>wasta</i> to assist in my organization goals		
<i>Wasta</i> affects business deals		
<i>Wasta</i> is important to get a supplier/buyer to agree to team with me		
<i>Wasta</i> has power over a buyer/supplier to get something for the buyer/supplier		
Family ties affect business relationships (e.g., which company wins a contract)		
It is important to my business to have <i>wasta</i>		
My choice of buyer/supplier is influenced most of the time by <i>wasta</i>		

Five items were chosen from the literature to explore the influence of *wa'ad* (see Table 3.6). Two items had already been used in other research and three items were derived from the theoretical review of fulfilment promises in the service sector. The items used the concept of *promise* in the pre-pilot stage, to be changed later to *wa'ad* per the reviewers' recommendations to use an Arabic word to keep the consistency of the variable's labels.

**Table 3.6. *Wa'ad* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's
This supplier/buyer keeps promises that it makes to our	Known and Suh (2005)	0.94
We cannot count on this supplier to keep its promises	Homburg et al. (2009)	0.89
Promises made by this supplier/buyer are reliable	New items	-
This supplier/buyer gives us more promises than		
Promise is more important than contract		

The pre-pilot stage operationalised *hifz ma'a wajh* with 10 items adapted from Oetzel and Ting-Tommey's (2003) study, which they used to measure the other's

face and self-face (see Table 3.7). The *face* term was changed to *hifz ma'a wajh* to keep the consistency in the model.

**Table 3.7. *Hifz ma'a wajh* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's Alpha
I was concerned with maintaining the poise of our supplier/buyer in the meetings	Oetzel and Ting-Tommey (2003)	0.80
Maintaining humility to preserve the relationship was important to me		
Helping to maintain the supplier's/buyer's pride was important to me		
Maintaining peace in our interaction was important to me		
I tried to be sensitive to our supplier/buyer's self-worth		
I was concerned with helping the supplier/buyer to maintain his/her credibility		
I was concerned with not bringing shame to myself	Oetzel and Ting-Tommey (2003)	0.78
I was concerned with not appearing weak in front of the supplier/buyer		
I was concerned with protecting my personal pride		
I was concerned with protecting my self-image		

*Qada* and *Qadar* were represented by six items adapted from the literature on fate. The literature discussed the concept and included a number of interviews measuring people's belief in fate (see Table 3.8). The current study depends on these interview questions as a base to operationalise the terms *qada* and *qadar*.

**Table 3.8. *Qada* and *Qadar* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's
The supplier/buyer must work hard in order to have better results	Elder (1966)	-
The supplier/buyer must work hard to maintain the business		
The supplier/buyer need not work hard to maintain the business		
The supplier/buyer needs to be lucky to build or maintain a business	Bernard et al. (2011)	-
Each person is primarily responsible for his/her success or failure in		
One's success or failure in life is a matter of one's destiny		

The last cultural value in this section is *shura* and eight items from the leadership literature were chosen in the pre-pilot stage (see Table 3.9).



**Table 3.9. *Shura* pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's Alpha
This supplier/buyer discusses everything with his supplier/buyer	Pasa et al. (2001)	Range from 0.68-0.89
This supplier/buyer consults his supplier/buyer in everything		
This supplier/buyer decides on solutions collaborating with his supplier/buyer		
This supplier/buyer likes to keep the hierarchical relationship with the supplier/buyer		
This supplier/buyer likes to keep the hierarchical relationship with the supplier/buyer	Pasa et al. (2001) (interview)	-
This supplier/buyer creates an environment where the supplier/buyer can tell their ideas to each other openly		
This supplier/buyer seriously takes into account all spoken ideas in order to reach a better decision		
Without a <i>shura</i> committee with this supplier/buyer, it is too difficult to manage everything	Majeed et al. (2011)	-

The third section, concerning the moderator variable *theqa* (i.e., trust) includes eight items (see Table 3.10).

**Table 3.10. *Theqa* (trust) pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's
This supplier/buyer is sincere with us	Cannon et	Exceeds
This supplier/buyer is not always honest with us	Hill et al.	0.858
This supplier/buyer can be counted on to do what is right	Morgan	0.947
When making important decisions, our supplier/buyer considers our	Nyaga et al. (2010)	0.915
We trust our supplier/buyer keeps our best interests in mind		
This supplier/buyer is genuinely concerned that we succeed		
We believe the information that our supplier/buyer provides us	Jean et al. (2010)	0.89
Our supplier/buyer is trustworthy		

Finally, long term relationships were measured with 15 items (see Table 3.11).

**Table 3.11. Long term relationships pre-pilot items and Cronbach's alpha**

Item	Source	Cronbach's Alpha
Our annual sales have improved in recent years	Nyaga et al. (2010)	0.89
Our market share has improved in recent years	Jean et al. (2010)	0.87
Our profits have improved in recent years		
Our firm is flexible with respect to volume change	Fynes et al. (2005)	0.79
Our firm is flexible with respect to product variety		
Our firm is flexible with respect to product delivery	Naor et al. (2010)	0.81
Our firm has enhanced its capability to obtain a critical technology	Tseng et al. (2009)	-
Our firm has improved its manufacturing process		
The overall quality of the product that our firm provides is generally high	Hsu et al. (2008)	0.72
The overall competitive position of our firm is improved		
Overall, our supplier/buyer is very satisfied with our services		
Maintaining a long-term relationship with our supplier/buyer is important to us	Cannon et al. (2010)	Exceeds 0.60
We believe that over the long run our relationship with this supplier/buyer will be profitable		
We focus on long-term goals in this relationship		
We expect this supplier/buyer to be working with us for a long time		

The selection was based on (1) the questions most relevant to the present research objectives, (2) the items with high Cronbach's alphas in the original research projects and (3) attempts by the researcher to include items that have factor-loading values in order to justify the results later.

In stage three, the two questionnaires (i.e., buyer and supplier) were sent to three reviewers as stated in section 3.11 for comment. The reviewers came back with their comments on multiple rounds of reviewing. The review process included the covering letter and the survey statements. The covering letter changes included (1) asking the buyer to provide the researcher with the supplier's contact details and (2) adding more details related to the instructions for completing it, for example, the time needed to complete the survey, a link to the survey and the deadline to return it.

The following were the recommended changes related to the questionnaire itself: (1) check the wording process to make the statements consistent and clear. This process included exchanging some words in the statements, revising whole statements, or changing the tense in the statement. (2) Delete some statements. After the word process review between the reviewer and the researcher, the statements were reviewed to delete some repetition, which included some reversed items and unclear statements. (3) The same changes were considered for the supplier's copy. The researcher deleted one item on *ta'arof*, two items on *wasta*, one item on *wa'ad*, three items on *hifz ma'a wajh*, one item on *shura* and one item on *theqa*. However, the final revision of the questionnaire (see Appendix 3.1 and 3.2) includes 70 questions in total, 60 questions concerning variables and 10 demographic questions (see Table 3.12). Later, the English versions were sent for translation into Arabic (see appendix 3.3 and 3.4) then the Arabic and English versions were compared as stated in section 3.10.

**Table 3.12. Summary of variables and number of items on Pilot Survey**

Construct	Source	Item on Survey
Independent Variables		See Question 11;
1: <i>Ta'arof</i>	Doney and Cannon (1997)	Includes 5 items
2: <i>Wasta</i>	Al-Ali et al. (2008); Coyne et al. (2009)	See Question 12; includes 9 items
3: <i>Wa'ad</i> (Promise)	et al. (2009); Known and Suh (2005); Li et al. (2010); Homburg et al. (2009) and new items	See Question 13; includes 4 items
4: <i>Hifz Ma'a Wajh</i> (Face)	Oetzel and Ting-Tommey (2003)	See Question 14; includes 7 items
5: <i>Qada</i> and <i>Qadar</i> (Fate)	Elder (1966); Bernard et al. (2011)	See Question 15; includes 6 items
6: <i>Shura</i>	Pasa et al. (2001)	See Question 16; includes 7 items
Moderator variable: <i>Theqa</i> (Trust)	Cannon et al. (2010); Hill et al. (2009); Morgan and Hunt (1993); Nyaga et al. (2010); Jean et al. (2010)	See Question 18; includes 7 items
Dependent Variable: Long-term relationships	Nyaga et al. (2010); Jean et al. (2010); Fynes et al. (2005); Naor et al. (2010); Tseng et al. (2009); Hsu et al. (2008); Cannon et al. (2010)	See Question 19; includes 15 items

The current research project adapts Likert's scale in ways similar to other scholars in the SCR field (e.g., Doney and Cannon 1997; Humphries 2003). A five-point Likert-type scale was used. Likert scales are used in research due to their simplicity and the familiarity of business people with them. The Likert scale includes a description of a situation (i.e., uses a word process) that applies equally to each respondent (Humphries 2003). Because the Likert scale has the ability to measure intervals and therefore can produce interval-scaled data, it was used for the current research. This format allowed respondents to select a response from (1) strongly disagree to (5) strongly agree. For the company profile questions, a multiple-choice and multiple-answer format was used and then a pilot study was run with 122 companies (76 buyers and 46 suppliers) testing the 70 items. The reasons for reporting this pilot study (feasibility study) are (1) to use it as an advanced indicator for where the main data collection stage could fail, or whether the proposed method or instrument might be inappropriate or complicated (Teijlingen and Hundley 2001), (2) the pilot study could work as an indicator for the expected respondent rate and (3) to estimate the reliability and validity of the instrument (Teijlingen and Hundley 2001; Creswell 1994; Bryman and Bell 2007).

### **3.13 Pre-testing and modifying the survey instrument (questionnaire)**

After the preparation stage of the questionnaire, a pilot test was conducted in order to measure the reliability of the questionnaire, to ensure the wording process of the questionnaire and to make the required changes if needed. During the pilot study, the following issues were raised by the respondents.

1. Some of the respondents could not access the online survey due to security restrictions from their companies or edited links from our side. The researcher solved the issue of accessing the edited hyperlinks with the technical support team of Qualtrics and allowed the respondents to access the online survey. In addition, in order to solve the security issue raised by the company, the researcher recommended the respondents to access to the questionnaire from another device or to get help from their IT departments.
2. The respondents found the questionnaire to be too long and time-consuming for them to complete. It took them a maximum of thirty minutes to complete a single questionnaire. A financial incentive was inapplicable due to the status of the

respondents. Since the respondents are managers within their companies, it is culturally inappropriate to offer them a financial incentive. However, they can be convinced to answer the questionnaire fully by explaining to them the benefits of our research, as well as by offering them a summary report of the results later on.

3. In this particular research, online surveys are not the most efficient. Making phone calls to get in touch with the right people, sending survey links, and follow-up procedures are both time-consuming and expensive. Within a period of six months, the researcher collected only 76 questionnaires from buyers and 46 questionnaires from suppliers. These numbers have proved that the online survey method is inefficient. This is why a self-administration survey was chosen for the next data-collection stage, which was done by visiting the managers' offices directly for the following reasons:

- To build a level of trust and relationship with the companies for the current and future research.
- To try to get more supplier contact details from the buyer companies in order to send a survey to them
- To improve the response rate for the research project from both buyers and suppliers.

### **3.14 Research Reliability: Cronbach's Alpha**

Reliability is concerned with the consistency of measures. Reliability has three different measures: stability, internal reliability, and inter-observer consistency (Bryman and Bell 2007). Stability is the idea behind the test-retest method (Bryman and Bell 2007; Neuman 2011). The results of administering and re-administering the survey some time later with the same group of people should be essentially the same, with little variation. The problem with stability tests is that the respondents in the retest stage may remember and be influenced by their first responses. Also, over long time spans the respondents may be influenced by changes in the economy or their personal perceptions. For these reasons, researchers do not appear to use stability tests except in longitudinal research (Bryman and Bell 2007). Internal reliability (i.e., equivalence reliability) depends on the idea of a split-half method, measuring the correlation between two groups to get an index of their consistency (Bryman and

Bell 2007; Neuman 2011). The most widely used internal consistency test for quantitative survey instruments is the Cronbach's alpha coefficient, which measures internal consistency by item total correlation using computer software for quantitative data analysis. The range of the coefficient is between zero (i.e., no correlation) and one (i.e., perfect correlation) (Humphries 2003; Liao 2011; Bryman and Bell 2007). There are different views on what constitutes an acceptable coefficient alpha; for example, in psychology it is 0.90, in an applied setting it is 0.90, and in management studies, 0.70 is considered as an acceptable value (Humphries 2003). Inter-observer consistency is used when a great deal of subjective judgment is involved, such as recording data (e.g., observation), translation, and when more than one researcher is involved in the observation activities and there is a possibility of lack of consistency in their decisions (Bryman and Bell 2007). Accordingly, the current research project used Cronbach's alpha for each construct to consider the reliability of the items for both buyers and suppliers respectively (Table 3.13) based on the rule that the higher the Coefficient alpha is, the more reliable the item is and that the coefficient alpha can be increased by deleting items with lower values ( $r$  less than 0.40) (Liao 2011).

### **3.15 Research Validity**

Validity (i.e. measurement validity) refers to whether or not the measure of the concept measures what it should be measuring (Bryman and Bell 2007). Scholars distinguish between different types of validity. First, face validity is a measurement of validity that depends on the judgment of others (the scientific community) that the measure is really measuring the construct (Bryman and Bell 2007; Neuman 2011). Second, criterion validity is a measurement of validity that relies on external sources. Third, concurrent validity relies on pre-existing verification of a construct, or predictive validity, which relies on agreement with future behaviour (Bryman and Bell 2007; Neuman 2011). Fourth, construct validity has two types: convergent validity, which compares the concept developed using other methods, and discriminant validity, which states that different constructs are different (i.e., A and B are not associated) (Bryman and Bell 2007; Neuman 2011).

### 3.16 Construct Validation: Factor Analysis

The most widely used forms of factor analysis are principal component analysis (PCA) and principal-axis factoring (factor analysis). Also, there are other methods, such as alpha, image and maximum likelihood factoring, but these methods are used less frequently.

Factor analysis is a statistical method that is primarily concerned with describing the variation of variance that is shared by the scores of people on three or more variables. This variance is referred to as *common variance*. *Specific variance* describes the variation that is specific to a variable and that is not shared with any other variable. *Error variance* is the variation due to the fluctuations that inevitably result from measuring something. Since factor analysis cannot distinguish between specific and error variance, they are combined to form unique variance.

The difference between PCA and factor analysis lies in how they handle unique variance (i.e., specific and error variance). In PCA, it is assumed that the variable is perfectly reliable and without error; therefore, PCA uses all variances in its analysis. In factor analysis, common variance is the only variance used.

Since PCA examines the total variance of a test, the variance is set at one while for principal-axis factoring it varies between zero and one. The variance of a test to be explained is known as its *communality*. The relationship between each item or test and a factor is explained as a correlation or *loading* (Bryman and Carmer 2011).

Our conclusion from Table 3.13 is the need to remove *Ta'arof 5* to increase the reliability to 0.755. This decision is supported by item factor loading where the figure of 0.037 is less than the accepted 0.20 and this is confirmed by the homogeneity correlation test with a value less than 0.40 (Liao 2011). In addition, the researcher decided to keep all the remaining items the same since all of them have a satisfactory Cronbach's alpha, an item factor loading of more than 0.20, and a homogeneity of more than 0.40. Also, the overall Cronbach's alpha is 0.938.

The researcher asked the Jordanian companies to provide her with one key supplier's contact details, but most of the companies suggested forwarding the questionnaire to their supplier rather than giving the researcher a direct contact. The indirect follow-

up procedure resulted in 46 questionnaires, as shown in Table 3.13. All of the suppliers' survey items were kept due to the fact that the Cronbach's alpha exceeds 0.70.



**Table 3.13. Cronbach's alpha, item factor loadings, and total correlation for both buyer and suppliers (Pilot Study)**

		Buyer			Supplier		
Variable	Items	Cronbach's Alpha ( $\alpha$ )	Item Factor Loading	Pearson Coefficient Correlation of the Total with each item	Cronbach's Alpha ( $\alpha$ )	Item Factor Loading	Pearson Coefficient Correlation of the Total with each item
<i>Ta'arof</i>	<i>Ta'arof 1</i>	<b>0.654</b>	0.495	0.685**	<b>0.707</b>	0.648	0.822**
	<i>Ta'arof 2</i>		0.705	0.777**		0.287	0.556**
	<i>Ta'arof 3</i>		0.693	0.840**		0.712	0.790**
	<i>Ta'arof 4</i>		0.569	0.734**		0.326	0.627**
	<i>Ta'arof 5</i>		0.037	0.359**		0.437	0.619**
<i>Wasta</i>	<i>Wasta 1</i>	<b>0.901</b>	0.374	0.643**	<b>0.961</b>	0.767	0.883**
	<i>Wasta 2</i>		0.575	0.757**		0.871	0.933**
	<i>Wasta 3</i>		0.674	0.819**		0.654	0.817**
	<i>Wasta 4</i>		0.646	0.788**		0.738	0.845**
	<i>Wasta 5</i>		0.775	0.826**		0.883	0.932**
	<i>Wasta 6</i>		0.713	0.829**		0.812	0.890**
	<i>Wasta 7</i>		0.278	0.545**		0.600	0.786**
	<i>Wasta 8</i>		0.688	0.808**		0.879	0.933**
	<i>Wasta 9</i>		0.514	0.744**		0.833	0.922**

<i>Wa'ad</i>	<i>Wa'ad 1</i>	<b>0.715</b>	0.556	0.705**	<b>0.920</b>	0.848	0.929**
	<i>Wa'ad 2</i>		0.574	0.697**		0.925	0.957**
	<i>Wa'ad 3</i>		0.474	0.731**		0.834	0.919**
	<i>Wa'ad 4</i>		0.611	0.824**		0.673	0.809**
<i>Hifz Ma'a Wajh</i>	<i>Hifz Ma'a Wajh 1</i>	<b>0.784</b>	0.508	0.708**	<b>0.886</b>	0.740	0.866**
	<i>Hifz Ma'a Wajh 2</i>		0.499	0.718**		0.806	0.882**
	<i>Hifz Ma'a Wajh 3</i>		0.587	0.753**		0.440	0.630**
	<i>Hifz Ma'a Wajh 4</i>		0.677	0.785**		0.702	0.820**
	<i>Hifz Ma'a Wajh 5</i>		0.752	0.865**		0.513	0.741**
	<i>Hifz Ma'a Wajh 6</i>		0.637	0.805**		0.342	0.621**
	<i>Hifz Ma'a Wajh 7</i>		0.331	0.614**		0.773	0.882**
<i>Qada and Qadar</i>	<i>Qada and Qadar 1</i>	<b>0.853</b>	0.553	0.609**	<b>0.797</b>	0.263	0.640**
	<i>Qada and Qadar 2</i>		0.419	0.610**		0.163	0.576**
	<i>Qada and Qadar 3</i>		0.995	0.785**		0.615	0.764**
	<i>Qada and Qadar 4</i>		0.844	0.863**		0.678	0.695**
	<i>Qada and Qadar 5</i>		0.995	0.785**		0.741	0.787**
	<i>Qada and Qadar 6</i>		0.844	0.863**		0.883	0.889**

<i>Shura</i>	<i>Shura 1</i>	<b>0.875</b>	0.717	0.851**	<b>0.807</b>	0.665	0.773**
	<i>Shura 2</i>		0.644	0.810**		0.505	0.722**
	<i>Shura 3</i>		0.766	0.860**		0.655	0.830**
	<i>Shura 4</i>		0.633	0.777**		0.378	0.664**
	<i>Shura 5</i>		0.517	0.712**		0.070	0.312**
	<i>Shura 6</i>		0.536	0.742**		0.467	0.648**
	<i>Shura 7</i>		0.365	0.626**		0.696	0.800**
<i>Theqa</i>	<i>Theqa 1</i>	<b>0.953</b>	0.872	0.933**	<b>0.924</b>	0.688	0.824**
	<i>Theqa 2</i>		0.759	0.878**		0.813	0.885**
	<i>Theqa 3</i>		0.797	0.896**		0.739	0.871**
	<i>Theqa 4</i>		0.705	0.840**		0.596	0.776**
	<i>Theqa 5</i>		0.759	0.869**		0.670	0.830**
	<i>Theqa 6</i>		0.803	0.893**		0.603	0.759**
	<i>Theqa 7</i>		0.872	0.929**		0.850	0.927**

LTR	LTR 1		0.609	0.767**		0.355	0.596**
	LTR 2		0.614	0.773**		0.464	0.686**
	LTR 3		0.578	0.750**		0.174	0.429**
	LTR 4		0.401	0.640**		0.552	0.747**
	LTR 5		0.545	0.739**		0.591	0.775**
	LTR 6		0.345	0.602**		0.411	0.650**
	LTR 7		0.440	0.667**		0.276	0.552**
	LTR 8	<b>0.866</b>	0.608	0.788**	<b>0.904</b>	0.459	0.687**
	LTR 9		0.588	0.775**		0.489	0.703**
	LTR 10		0.597	0.769**		0.361	0.613**
	LTR 11		0.471	0.683**		0.519	0.714**
	LTR 12		0.276	0.532**		0.459	0.654**
	LTR 13		0.570	0.752**		0.459	0.654**
	LTR 14		0.533	0.731**		0.459	0.654**
	LTR 15		0.274	0.521**		0.705	0.827**

### **3.17 Survey Administration**

After designing the survey instrument (questionnaires) –see Appendix 3.5 and 3.6- and translating it into Arabic (see Appendix 3.7 and 3.8) and testing its reliability and validity for each construct, an attempt was made to increase the response rate. To this end and taking into account concerns such as cost, sampling control (ability to select cooperative respondents) and administrative control, such as timing, face-to-face and self-administration survey techniques were employed as the primary means of administering the survey. Despite being expensive and time-consuming compared to other survey administration methods (e.g., mail questionnaire, telephone interview and Internet survey), this method has resulted in a very high and desirable response rate.

Overall, the data collection lasted some five months (January-May 2013). During a two-stage process, the data were collected from the companies in the manufacturing sector from the buyer's perspective between Jan-March 2013. In each case, the buyer was asked for details on one of his/her suppliers in order to invite the supplier to participate in the questionnaire survey in the second stage. In stage one, which lasted three months, 350 questionnaires were collected from the buyers. Given the calculated sample size, the researcher finalised stage one before starting stage 2 and collected 302 questionnaires from suppliers. In short, the response rate was comparable to previous studies where the average response rate ranged between 20% and 30% (e.g., Cannon et al. 2010). Indeed, the response rate is higher than the literature suggested; this was largely attributed to the adoption of a self-administration survey and meeting the participants in person.

### **3.18 Summary**

This chapter has outlined the research methodology and design selected to answer the research questions posed in this thesis. The rationale of choosing a quantitative research methodology was established based on its appropriateness for answering the research questions and achieving the objective of this study, i.e., the impact of Middle Eastern cultural values on building and/or maintaining a long-term buyer-supplier relationships. The structured survey enhanced the understanding of the research phenomena using multiple regression analysis to analyse the data. The

strengths and limitations of the questionnaires were presented and reasons were considered for determining the research approach. The probability sample sizes were determined. Additionally, the philosophical assumption underpinning the nature of this study, which is positivism, was identified.

Accordingly, a questionnaire survey was identified as the major data-collection instrument for the quantitative research stage. In designing the questionnaire sections, the point of view of a panel of experts was taken into account to improve the final revision of the questionnaire. The online pilot test was conducted; refinement of the questionnaire followed and as a result a questionnaire with high reliability was designed. Regarding the data-collection method using the final version of the questionnaire, a self-administration questionnaire (drop off and pick up) was applied where the researcher was available to do so. The questionnaires were collected from both parties, i.e. buyers and suppliers in the manufacturing sector in Jordan, resulting in a high response rate.

The collected data were finally analysed by SPSS 20 software. In this regard, the following chapter provides a detailed analysis of the results of the survey.

## Chapter 4: Data Analysis and Results

### 4.1 Introduction

Chapters one and two reviewed the literature on SCRs, presented the research problem, and proposed a framework for the analysis of this problem. Chapter three discussed the research methodology (i.e., quantitative research) and design selected (i.e., survey) to address the research objectives and answer the research questions. This chapter presents the results of the analysis. This chapter is divided into five sections. Section one presents a descriptive analysis of the characteristics of the participant companies. Then in order to verify the measures used for assessing the key research constructs – cultural values, *theqa* and LTR – a reliability test (i.e., Cronbach’s alpha) is examined. Next, the validity of the constructs is presented to assure the results. Hierarchical multiple regression data are further analysed to test the research hypotheses. Finally, the chapter ends with summary of the key results of the analysis for both buyer and supplier samples.

### 4.2 Descriptive Analysis

A descriptive overview of both the buyers’ and suppliers’ companies in respect of their age (in years), industry, structure, number of employees, market share, number of key buyers and/or suppliers, length of business relationship, method of communication, and origin of the organisation follows. The research has discussed these characteristics in order to shed the light on the nature of the Jordanian manufacturing sector. As Table 4.1 shows, the majority of buyer organisations have been trading for between 0 and 5 or 6 and 11 years in total. Thus more than 58% have been in business for 0-11 years. One explanation for such results is that the Jordanian market is still a young and growing market (Global Trade 2013) with a high opportunity to open to the international market. In addition, 17% of the buyers sample had been established for more than 24 years, having started as family businesses. This is consistent with Dr. Talal Abu Ghazaleh’s speech at the opening of the discussion forum entitled *Corporate Governance for Family Business* in 2011. He stated that only 30% of family businesses survive to the second generation and 15% of the previous percentage survives to the third generation (Konrad-Adenauer-Stiftung 2012). For suppliers, the sample results show that more than 36% have been trading for 6-11 years, followed by 18.2% of the suppliers companies that have been

established for 18-23 years. The smallest percentage is 13.9% for companies which are old players in the market of more than 24 years' standing and 18.2% of the suppliers' sample have been in the Jordanian market between 18 and 23 years.

There are three main reasons for these results. Firstly, the Jordanian market is still a young market. Secondly, the manufacturing sector in Jordan is described as a growing market. Finally, only of 30% of family businesses survive to the second generation and 15% of this 30% survive to the third generation (Global Trade 2013; CIA 2013; Konrad-Adenauer-Stiftung 2012; Source Line 2012).

**Table 4.1 Age of participant organizations**

Company's Age (Years)	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
0-5	102	29.1	47	15.6
6-11	102	29.1	109	36.1
12-17	46	13.1	49	16.2
18-23	38	10.9	55	18.2
24 and over	62	17.7	42	13.9
Total	350		203	

The sectors of the participating companies and their percentages in the survey are shown in Table 4.2, which shows that the highest percentage of both buyers and suppliers come from the others category (30.5% and 34.4% respectively). This category includes industries such as the paper and cartoon industry, rubber, metal doors, electrical and electronics, cables, perfumes, aluminium, steel and related industries, granite, boilers, cigarettes, ink, spare parts, thermal glass, and plaster. This is followed by the food and drink industry (23.1%) and plastic (20.3%) on the buyer's side. Also, 35.4% represents the plastic sector in suppliers' data and more than 17% come from the food and drink industry.

While the latest information from ACI about the exports of the Jordanian manufacturing sector in the first 10 months of 2013 states that the plastic and rubber



industry experienced the highest rate of growth with 12%, compared to other sectors such as electrical and electronic (8%), medical supplies (9%), paper and cartoon (packing) (8%), leather and textile (8%) and furniture (6%), some industries faced a reduction in export levels, for example, the chemical industry (23%), food and drink (2%) and construction (25%) (Addustour Newspaper 2013).

**Table 4.2. Sectors of participating industries in the survey**

Industry	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Textile	28	8.0	13	4.3
Leather and footwear	6	1.7	2	0.7
Chemicals	36	10.2	21	7.0
Plastic	71	20.3	107	35.4
Furniture	21	6.0	3	1.0
Food and drink	81	23.1	52	17.2
Others	107	30.5	104	34.4
Total	350		302	

Also, the descriptive data shed light on the registered organisation structure in the ACI. While a sole trader has to make all the decisions by himself, and he does not have limited liability, partnership companies have a minimum of two partners who enjoy limited liability, have a chance to raise the capital in an easy way and have a written contract setting out the important details such as how the profits and losses will be shared. Moreover, companies are owned by shareholders, who choose a director to give direction to the business with the responsibility for making major decisions. In law, a company is separate from its owners. Furthermore, limited liability is a form of business that protects the shareholders from major losses, since their maximum loss is equal to what they have invested in the company. On one hand, the buyers' sample in Table 4.3 shows that limited partnership organisations make up the highest percentage with 25.7%; this is followed by sole proprietorships with 24.3% and the lowest percentage is 3.7% for cooperatives. On the other hand,

the supplier's sample shows that the highest percentage is for limited partnerships with 30.5%, followed by limited liability companies at 26.2%. Also, like buyers, the lowest percentage goes to cooperative organizations with only 1.0%.

**Table 4.3. Organisational structures of participating organisations**

Organisational Structure	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Sole Proprietorship	85	24.3	21	7.0
General Partnership	19	5.4	14	4.6
Limited Partnership	90	25.7	92	30.5
Limited Liability Partnership	63	18	75	24.8
Limited Liability Limited Partnership	29	8.3	18	6.0
Limited Liability Company	51	14.6	79	26.2
Cooperative	13	3.7	3	1.0
Total	350		302	

In respect of number of employees, Table 4.4 shows that the majority of the companies have between 1 and 300 employees. Such companies accounted for 90.9% of the buyers' sample and 86.4% of the suppliers' sample. The researcher noticed that that majority of participating companies have less than 50 employees, which is confirmed by Mahrouq's (2010) study, which found that 77% of Jordanian firms hire less than 30 employees. The Ministry of Trade and Industry of Jordan classifies the size of companies (small, medium, large) per the number of the employees as follow; craft businesses have 1-9 employees, small companies have between 10 and 49 employees, medium-sized firms have between 50 and 249 employees and large enterprises hire more than 250 employees. Small and medium-sized enterprises contribute about 98.7% of the total industrial sector, depending on the number of workers per establishment (Ministry of Trade and Industry 2013) and two thirds of the labour force in the private sector is employed by SMEs (Mahrouq 2010).

**Table 4.4. Number of employees**

Number of Employees	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
1-300	318	90.9	261	86.4
301-600	20	5.7	21	7.0
601-900	2	0.6	16	5.3
901 and more	10	2.9	4	1.3
Total	350		302	

One-way ANOVA analysis (Appendix 4.3 and 4.5) between type of industry and number of employees shows that the F ratios (Table 4.5) are significant for both buyers and suppliers ( $p < 0.05$ ). The results of Tukey test (means differences) of buyers show that the p-value between textile and others is 0.048 and p-value  $< 0.05$  between plastics and others category. The reason could be because others category has multi-industry as stated before.

**Table 4.5. Number of employees and Industry-ANOVA analysis**

Test	Buyer		Supplier	
	Value	Sig.	Value	Sig.
Levene test	11.576	0.000	31.752	0.000
F-test	3.329	0.003	6.658	0.000

Consistent with the previous results in Table 4.4, the majority of the market share of the manufacturing sector in the Jordanian market, as shown in Table 4.6, is in the range 0-10% for both buyers and suppliers with 40% and 38.4%, respectively. In addition, the lowest percentages are 4.9% and 4.6% with more than 51% of the market for buyers and suppliers, respectively. The reason for this percentage is that the majority of the firms in the manufacturing sector (98%) are SMEs (Mahrouq 2010). This could mean that this sector encourages new start-ups and has the ability to employ newcomers to the labour workforce in the manufacturing sector.

**Table 4.6 Market share of participating companies in the Jordanian market**

Market Share (%)	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
0-10	140	40	116	38.4
11-20	92	26.3	72	23.8
21-30	52	14.9	48	15.9
31-40	24	6.9	37	12.3
41-50	25	7.1	15	5.0
51 and more	17	4.9	14	4.6
Total	350		302	

The descriptive data also shed light on the number of key suppliers/buyers. As Table 4.7 shows, while 56.3% of buyers say they have between 0 and 10 key suppliers, 30.3% say they have between 11 and 21 key suppliers, which is consistent with the age of the company and the market share in the Jordanian market, as most of the companies are SMEs. Of the suppliers, 37.40% have more than 55 key buyers; this result is consistent with the logic that the suppliers sell raw materials or half-manufactured materials to many buyers in the Jordanian manufacturing sector. In addition, the buyers' findings are consistent with the literature in that building long-term relationships needs a long time and that over time, the buyer reduces the number of suppliers with which the organization deals. Table 4.7 shows that the majority of the buyer firms have a relationship with less than 10 suppliers and that only 4.3% have more than 55 suppliers. The reason could be that the buyer organizations deal with many suppliers when they establish their businesses in the market and then over time they start to drop some suppliers and maintain a relationship with fewer suppliers, but need a longer time to reach this position. However, these results could be because the majority of the participating companies are SMEs which have low purchase power and may be dependent on loans from the commercial banks (Mahrouq, 2010).

**Table 4.7. Number of key suppliers/buyers**

Number of Key Suppliers/Buyers	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
0-10	197	56.3	41	13.6
11-21	106	30.3	51	16.9
22-32	21	6	63	20.9
33-43	6	1.7	17	5.6
44-54	5	1.4	17	5.6
55 and more	15	4.3	113	37.4
Total	350		302	

While 50% of buyer-supplier relationships between buyers and their key suppliers ranged between 0 and 5 years, Table 4.8 shows that more than 9% of the buyers have a relationship ranging between 12 and 17 years with their suppliers. In addition, the same percentage (i.e. 9.1%) have had a relationship of more than 18 years. 37.70% of the suppliers' relationships with their key buyers ranged between 6 and 11 years, followed by 22.50% with relationships ranging between 0 and 5 years. These results are consistent with the previous discussions, such as that concerning the number of employees, which give an indicator for the size of the companies in the manufacturing sector as SMEs, the small portion in the market share for each firm and the number of key suppliers. Due to the growing economy and the stable environment in Jordan compared with other countries in the region (Princeton University 2013), there is a high potential to maintain the business relationship between the exchange parties. This is clear from the fact that 50% of buyers' relationships with their key suppliers have been for less than five years and that the government has been trying to use an open economic strategy to improve the economic environment in the country (Princeton University 2013). In addition, the latest news about the increasing number of UK businesses entering into the stable Jordanian market indicates the current opportunities and gives the UK businesses a competitive edge when accessing other Arab countries (Obeidat 2013).

**Table 4.8. Length of business relationship**

Length of Business Relationship (Years)	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
0-5	175	50	68	22.5
6-11	111	31.7	114	37.7
12-17	32	9.1	64	21.2
18 and more	32	9.1	56	18.5
Total	350		302	

Table 4.9 shows that the one-way ANOVA analysis between industry and length of business relationship (Appendix 4.3 and 4.5). The p-value of for the F-test of 0.786 is more than 0.05 from buyer's perspective, and less than 0.05 from supplier's perspectives. Mean differences results show that both samples are not significant at level 0.05. This could be because the majority of buyers (81%) and suppliers (60%) organisations have a relationship between 0-11 years with their key suppliers and buyers. This is consistent with the fact that the manufacturing sector is in growth stage and in the process of building a relationships with their key partners.

**Table 4.9. Length of business relationship and industry**

Test	Buyer		Supplier	
	Value	Sig.	Value	Sig
Levene test	1.142	0.337	2.557	0.020
F-test	0.786	0.581	2.905	0.009

Table 4.10 shows that both buyers and suppliers responded that their preferred communication methods are first, phone, with more than 81% for both buyers and suppliers. Second is e-mail, with 66.6% of buyers using e-mail to communicate with their suppliers and 77.8% of suppliers using e-mail to communicate with their buyers. Third, 53.4% of the buyers use fax in parallel with other methods to

communicate with suppliers, compared to 67.9% of suppliers. Fourth, 48% of buyers versus 63.9% of suppliers go with face-to-face meetings.

Finally, 0.6% of buyers and 1.7% of suppliers use Skype for their meetings and communications. Although Straub et al. (2002) state that the preference of the Arab countries is face-to-face dealing rather than information technology like e-mails, Jordan is unlike its neighbours in that it is encouraging the widespread of the Internet and that far more people from Jordan are online than any other Arab country (Arab IP Centre 2013), which facilitates the exchange of information between parties more quickly and efficiently when exchanging ideas and consulting (i.e., *shura*) each other. In addition, the population of Jordan is the youngest in the Middle East and it is highly educated, which enhances the adoption of information technology in daily and business life (Soltani and Liao 2010).

**Table 4.10. Method of communications between buyers and suppliers**

Method of Communication	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Phone	286	81.7	245	81.1
Fax	187	53.4	205	67.9
E-mail	233	66.6	235	77.8
Face-to-Face	168	48	193	63.9
Other	2	0.6	5	1.7

The descriptive data also show the origin of the organizations. As Table 4.11 shows, 81.4% of buyers and 82.5% of suppliers are from the Middle East region. The next highest percentages come from the Asian region for both buyer and suppliers, with 12.6% and 14.5%, respectively, followed with European and North American investment in Jordan, with 2.3% and 1.4% for buyers and 1.0% and 0.3% for suppliers. This could be because fieldwork has been conducted mainly in the qualified industrial zones (QIZs) in Jordan. The QIZs have investments from different countries due to the open economic strategy that Jordan is following to

attract foreign investment subject to certain conditions and to improve the Jordanian economy and increase employment opportunities.

**Table 4.11. Origin of the organizations**

Origin of the Organizations	Buyer		Supplier	
	Frequency	Percentage (%)	Frequency	Percentage (%)
North America	5	1.4	1	0.3
Europe	8	2.3	3	1.0
Middle East	285	81.4	249	82.5
Asia	44	12.6	44	14.5
Other	8	2.3	5	1.7
Total	350		302	

Contingency analysis (Appendix 4.3 and 4.5) of both samples between origin of organisation and company size (number of employees) shows that the Pearson  $\chi^2$  (Table 4.12) is significant at  $p < 0.05$ . Majority of organisations from both buyers and suppliers samples is Middle Eastern organisations.

**Table 4.12. Company size and Origin of the company (contingency analysis)**

	Buyer			Supplier		
	value	df	Sig.	value	df	Sig.
Pearson $\chi^2$	50.050	24	0.001	92.597	24	0.000
Phi	0.378	-	0.001	0.554	-	0.000
Cramer's V	0.189	-	0.001	0.277	-	0.000

In short, the above descriptive statistics shed light on the types of the researched industries, how long the companies have been in the market, the registered organizations' structures in ACI, the length of business relationships between buyers and suppliers, the number of employees, communication methods, and market share. The descriptive information shows that more than 58% of buyers have been in the



market between 0 and 11 years, compared to 41.7% of the suppliers who have been in the market for a comparable time. The current research collected data from different industries in the Jordanian manufacturing sector; the majority of the respondents were in the plastic and food and drink industries for both buyers and suppliers, with 20.3% and 23.1%, respectively for buyers and 35.4% and 17.2%, respectively for suppliers. While the descriptive analysis shows that 50% of the buyers have had a relationship with one of their key suppliers for between 0 and 5 years, 37.7% of suppliers have had a relationship with their buyers for between 6 and 11 years. The results show that 56.3% of buyers have a relationship with between 0 and 10 key suppliers and 37.4% of suppliers have a business relationship with more than 55 buyers. The buyers and suppliers have less than 300 employees, with 90.9% and 86.4%, respectively. The market share results highlight that the majority of both buyers and suppliers have a market share of less than 10%, which highlights the fact that the majority of the Jordanian manufacturing sector is comprised of SMEs with a high potential to maintain and build business relationships between exchange parties, with preferences to share the information and *shura* via phone and email more than in face-to-face meetings due to the continuing progress in the telecommunication infrastructure in Jordan compared to neighbouring countries

### **4.3 Reliability Analysis**

Reliability was operationalized using the most commonly used statistical procedure in the literature, Cronbach's alpha (i.e., internal consistency: see section 3.4). Typically, a reliability coefficient of 0.70 or higher is considered adequate. Therefore all scales were above the recommended values of 0.70 (see Appendix 4.1) for both groups (i.e., buyers and suppliers). The Cronbach's alpha ranges between 0.762 and 0.936 for buyers and ranges between 0.734 and 0.966 for suppliers for each variable (Chen and Paulraj 2004; Jena et al. 2011; Cannon et al. 2010), which is consistent with the literature on cultural studies and OM, particularly SCRs (Wiengarten et al. 2011). These results suggest that the theoretical constructs exhibit good psychometric properties.

In addition, the overall reliability coefficients for both buyer and supplier samples, for each construct are higher than the recommended value of 0.70 (see Appendix 4.2 for further details).

#### 4.4 Validity Analysis

First, as discussed in Chapter three, a number of steps were taken to ensure the content validity of the questionnaire instrument, namely, a review of the literature on the research phenomena and feedback gained from academics during the pilot study. Such an approach to designing and developing the questionnaire secured the content validity of the questionnaire instrument.

Second, given that the questionnaire instrument has several constructs where each used multiple items, exploratory factor analysis (EFA) (see Chapter three for more details) was performed to explore the validation of the construct using varimax rotation (Wiengarten et al. 2011). As the most common form of factor analysis is PCA, the Statistical Package for Social Sciences (SPSS 20) was used to measure each construct. PCA was used as a reduction strategy to reduce the large number of factors to a smaller number of factors with a minimum loss of information (Haire et al. 2010). Data reduction depends on the factor loading, where the items with factor loading less than 0.40 (cut-off rule = 0.40) and/or with high cross loading were deleted. Next, a varimax rotation of eigenvalue 1.0 was used as a benchmark with a factor loading of 0.40 to include items (Hair et al. 2010). As a result of PCA, in the buyers' sample one item concerning *wasta* exhibited cross loading, one item concerning *wa'ad* was represented in a separate component, one item concerning *wajh* exhibited cross-loading, three items of *qada* and *qadar* exhibited cross loading, four items of *shura* exhibited cross-loading and four items of LTR exhibited cross-loading. All were removed from the items used for examining the buyer's perspective. In the same vein, in the suppliers sample one item of *ta'arof* exhibited cross loading, one item of *wasta* exhibited cross loading, one item of *wa'ad* was represented in a separate component (Chen and Paulraj 2004), three items of *wajh* exhibited cross loading, two items of *qada* and *qadar* were represented in separate components, two items of *shura* were represented in a separate component and five items of LTR exhibited cross loading. All were deleted from the items employed to examine the supplier's perspective.

As Table 4.13 shows, the results of PCA determined significantly correlated factors for both buyers and suppliers. In both the buyers and suppliers, all Kaiser-Meyer-Oklin (KMO) (a statistic test for sampling adequacy, that is, absence of

multicollinearity among the variables) values for all constructs exceeded the recommended value of 0.60 (Gray and Kinnear 2012) and Bartlett’s Test of Sphericity reached statistical significant ( $p < 0.05$ ), which supported the factorability of the correlation matrix in both samples – an indication of the appropriateness of the scale items for further factor analysis.

**Table 4.13. Summary of KMO and total variance explained**

Construct	Buyer		Supplier	
	KMO	Total variance explained	KMO	Total variance explained
Cultural values	0.783	63.079	0.784	69.556
<i>Theqa</i>	0.872	57.519	0.882	65.462
LTR	0.875	68.333	0.878	80.904

Table 4.13 shows the results of PCA. The *cultural values* consisted of six components, namely, *ta’arof*, *wasta*, *wa’ad*, *wajh*, *qada* and *qadar*, and *shura*. These six components explained 63.079% and 69.556% of the variance for buyers and suppliers, respectively. The construct of *theqa* presented through one component explained 57.519% of the total variance of buyers’ settings and 65.462% of the total variance of suppliers’ settings. In a similar manner, the constructs of *long term relationships* (LTRs) included two components, namely *performance* and *long term orientation* (LTO), explaining 68.333% and 80.904% of the total variance in buyers and suppliers settings, respectively. Moreover, all factor loadings are significant at  $p < 0.01$ , demonstrating convergent validity (Nyaga et al. 2010).

In short, as a result of the aforementioned analysis of reliability and validity of the research constructs, it can be safely argued that the scales possess internal consistency with regard to content. This is an indication of its appropriateness and suitability for further multiple regression analysis.

#### **4.5 Hypothesis Testing**

The goal of the analysis is to address the research question to determine whether or not Middle Eastern cultural values, moderated by *theqa*, influence LTR. Multiple

regression analysis was carried out; before this, the data were tested for linearity and multi-co-linearity. Since the correlation matrix shows a low and medium level of correlation between variables (see Appendix 4.4 and 4.6), the likelihood of multi-co-linearity is low (Wiengarten et al. 2011). In addition, to address the problem of multicollinearity, the procedure recommended in the literature by Wiengarten et al. (2011) and Gray and Kinnear (2012), who suggest centring the independent variables and checking the variation inflation factor (VIF), was followed. The process of centring was applied in order to detect any possible threats (this leaves the correlation unchanged, but the regression is less likely to crash when there are high correlations among the variables) (Gray and Kinnear 2012). Results indicate that VIFs are all less than 1.50 for both buyers and suppliers, which is less than the commonly used threshold of 10 in the literature (Field 2005; Wiengarten et al. 2011), indicating that multi-co-linearity is not a problem; therefore, the underlying assumptions of multiple regression analysis were not violated. The results of the multiple regression analysis for both buyers and suppliers are presented in the next sections.

#### **4.5.1 Sample 1: Buyers**

The current section of analysis presents the influence of *theqa* on the relationship between Middle Eastern cultural values and performance and LTO separately. The section starts by presenting the results of the relationship between Middle Eastern cultural values and performance and is then followed in the second section with the hypothesis test with LTO as the dependent variable from buyer's perspective.

#### **I. Middle Eastern Cultural Values, Theqa and Performance**

The results of the multiple analyses are summarized in Table 4.14. With performance as the dependent variable, six regression models (*ta'arof*, *wasta*, *wajh*, *wa'ad*, *qada* and *qadar*, and *shura*) in addition to the moderator (*theqa*) (Table 4.14) were used to test their effects on performance. The results of the *ta'arof* regression models show that Model 1 was significant at  $p < 0.05$  (t-value = 2.519, p-value = 0.012,  $\beta = 0.134$ ) and the  $R^2 = 0.018$ , adjusted  $R^2 = 0.015$ . These results thus yielded support for Hypothesis 1a. The results of adding *theqa* as a moderator variable improved on the total explained variation in *ta'arof* to  $R^2 = 0.301$ . The results in Model 1 also

indicate that the non-significant model (t-value = 0.788, p-value = 0.431,  $\beta = 0.036$ ) does not explain the model and thus H7a is rejected.

Moreover, Hypothesis 2a focuses primarily on the effect of *wasta* on performance in order to build and/or maintain long-term business relationships and was tested in Model 2 (Table 4.14). The results of Model 2, which contains *wasta* as an independent variable, did not provide a statistically significant result: the t-value is 1.023 and  $\rho = 0.307$  ( $\rho > 0.05$ ) and thus H2a is rejected. Adding *theqa* as a moderator variable to the second model increased the proportion of variance explained from  $R^2 = 0.003$  to  $R^2 = 0.311$ , adjusted  $R^2 = 0.305$  in the *wasta* model (Model 2). Also, the results of Model 2, which contains *wasta* as independent variable, were negatively related to performance ( $\beta = -0.019$ ) and the overall model was not significant at  $\rho < 0.05$  (t-value = -0.398, p-value = 0.691). This suggests that adding *theqa* into the *wasta* model does not moderate the relationship between *wasta* and performance and thus H8a is rejected.

While Hypotheses 1 and 2 focus simply on the effects of *ta'arof* and *wasta* as two separate indicator variables of performance, respectively, Hypothesis 3 focuses primarily on the effect of *wa'ad* on performance, and was tested by Model 3 (Table 4.14). The results of Model 3, which contains *wa'ad* as an independent variable and *theqa* as a moderator variable, indicate that *wa'ad* was negatively related to performance before ( $\beta = -0.044$ ) and after ( $\beta = -0.028$ ) adding *theqa* as a moderator variable and neither overall model was significant at  $\rho < 0.05$  (t-value = -0.815, p-value = 0.415 and t-value = -0.592, p-value = 0.554 respectively). In addition, the variance explained by the *wa'ad* model was 0.290 (up from 0.002 before adding *theqa*); therefore, the results do not support hypotheses H3a and H9a.

*Wajh* was hypothesized to impact performance positively (H4a) and *theqa* to moderate the relationship between *wajh* and performance (H10a). The results of Model 4 are shown in Table 4.14, which indicates that the *wajh* model (Model 4) was significant at  $\rho < 0.01$  (t-value = 8.686, p-value = 0.000). The proportion of the variance explained by *wajh* was  $R^2 = 0.178$ , adjusted  $R^2 = 0.176$ . In addition, the standardized coefficient ( $\beta = 0.422$ ) is consistent with the model summary results. Also, the results indicate that adding the interaction term between *wajh* and *theqa* to

the *wajh* model (Model 4), which already has *wajh* as an independent variable, yielded a significant change in the results ( $R^2 = 0.345$ , adjusted  $R^2 = 0.340$ ), with *theqa* moderating the positive relationship between *wajh* and performance at  $p < 0.05$  (t-value = 8.686, p-value = 0.000). In addition, the standardized coefficient ( $\beta = 0.166$ ) is consistent with the model summary results. Therefore, the results indicate that *wajh* positively affects both performance and *theqa* and that *theqa* acts as a moderator between *wajh* and performance, which supports hypotheses H4a and H10a.

In addition to previous cultural values, Table 4.14 presents the results of two regression models of *qada* and *qadar* (Model 5). In the first of these models, *qada* and *qadar* was introduced as the independent predictor of performance. *Qada* and *qadar* is not statistically significant (t-value = 0.721, p-value = 0.471) and accordingly H5a is rejected. Adding *theqa* to the model as a moderator variable in the second model yielded a significant change in  $R^2$  to 0.302 ( $\Delta R^2 = .201$ ). Moreover, it impacted the relationship in a negative way ( $\beta = -0.028$ ). In addition, this result was not statistically significant (t-value = -0.569, p-value = 0.570) and thus H11a is rejected. Therefore the results indicate that *qada* does not affect performance. In addition, *theqa* does not moderate the effects of *qada* and *qadar* on performance and both hypotheses H5a and H11a were rejected.

Finally, H6a and H12a, which focus on the impact of *shura* on performance in the buyer-supplier relationship and the moderator effects of *theqa* on the relationship between *shura* and performance, were tested in Model 6. The results are shown in Table 4.14, indicating that the model is significant at level  $p < 0.01$  with a t-value of 7.220 and significance value 0.000. The proportion of variance explained by *shura* in the model is  $R^2 = 0.130$ . The results show that adding a moderator variable (i.e. *theqa*) to the model yields a significant change in the results, for example,  $R^2 = 0.326$ , adjusted  $R^2 = 0.320$ . In addition, the model indicates a positive significant relationship where  $\beta = 0.118$  and the overall model is statistically significant at the level  $p < 0.05$  (t-value = 2.211, p-value = 0.028). Therefore, our results indicate that *shura* positively affects performance. In addition, *theqa* acts as a moderator between *shura* and performance, which supports hypotheses H6a and H12a.

**Table 4.14. The influence of *theqa* on the relationship between Middle Eastern culture and performance – Buyers**

Dependent variable	Performance											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
Independent variable	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
<i>Ta'arof</i>	0.134	2.519*										
<i>Wasta</i>			0.055	1.023								
<i>Wa'ad</i>					-0.044	-0.815						
<i>Wajh</i>							0.422	8.686**				
<i>Qada and Qadar</i>									0.039	0.721		
<i>Shura</i>											0.361	7.22**
<i>Theqa</i>	0.532	11.821**	0.562	12.433**	0.537	11.842**	0.436	8.722**	0.552	12.204**	0.468	9.710**
<i>Ta'arof x Theqa</i>	0.036	0.788										
<i>Wasta x Theqa</i>			-0.019	-0.398								
<i>Wa'ad x Theqa</i>					-0.028	-0.592						
<i>Wajh x Theqa</i>							0.166	3.188*				
<i>Qada x Theqa</i>									-0.028	-0.569		
<i>Shura x Theqa</i>											0.118	2.211*
R <sup>2</sup>	0.301		0.311		0.290		0.345		0.302		0.326	

\* P < 0.05, \*\* P < 0.01

## II. Middle Eastern Cultural Values, Theqa and Long-Term Orientation

The previous section discussed the results of the analysis for the relationship between Middle Eastern cultural values and performance. In addition, it discussed the moderating effect of *theqa* between the cultural values and performance. Table 4.15 gives the results of two regression models of *ta'arof* (Model 1). While the results were shown to have a positive impact on LTO ( $\beta = 0.061$ ), the impact on LTO was not significant (t-value = 1.146, p-value = 0.253) and accordingly H1b was rejected. Adding *theqa* as a moderator variable to the model did not change this result  $R^2 = 0.474$  ( $\Delta R^2 = 0.47$ ). In addition, the results indicate a positive ( $\beta = 0.011$ ) but not a statistically significant result (t-value = 0.291 p-value = 0.772). Accordingly, *theqa* does not moderate the effects of *ta'arof* on LTO.

H2b and H8b hypothesized an impact of *wasta* on the LTO and a moderate effect of *theqa* on *wasta*, respectively. The results in Table 4.15 show that the proportion of total variance of *wasta* in the model is  $R^2 = 0.022$ . In addition, the results indicate that when *wasta* is the independent variable in the regression model (Model 2) it has a positive and significant impact on LTO (t-value = 2.770, p-value = 0.006,  $\beta = 0.147$ ). Therefore, the results support H2b.

Adding *theqa* to the model contributed to a significant change in the variance explained  $R^2 = 0.483$  ( $\Delta R^2 = 0.461$ ). Table 4.15 (Model 2) shows that the moderate effect of *theqa* is also positive and significant at level  $\rho < 0.05$  (t-value = 2.370, p-value = 0.018,  $\beta = 0.096$ ) and this supports H8b.

Table 4.15 shows the results of the regression models of *wa'ad* (Model 3) as an independent predictor of LTO. The total variance explained by *wa'ad* in the model is  $R^2 = 0.013$ . While the results indicate a positive and significant impact of *wa'ad* on LTO (t-value = 2.101, p-value = 0.036,  $\beta = 0.112$ ) supporting H3b, the impact of *theqa* as a moderator was negative and not significant (t-value = -1.591, p-value = 0.113,  $\beta = -0.064$ ). Accordingly, *theqa* does not moderate the effect of *wa'ad* on LTO (H9b).

While the previous hypotheses focus on the effect of *ta'arof*, *wasta*, *wa'ad*, and the moderating effect of *theqa* on the relationship between these cultural values and



LTO, Hypothesis 4b focuses on the effect of *wajh* on LTO in business relationships between buyers and suppliers and was tested in by multiple regression (Model 4) as shown in Table 4.15. The results of indicate that *wajh* was positively ( $\beta = 0.406$ ) and statistically significantly correlated at the level  $\rho < 0.01$  and this supports H4b. The results are shown in Table 4.15, indicating that when adding *theqa* to Model 4,  $R^2$  was increased to 0.501. In addition, the interaction term has a significantly positive impact between *wajh* and LTO ( $\rho < 0.01$ ); therefore, the results explained the model and thus supported H10b.

These results indicate that *wajh* affects LTR. In addition, *theqa* does moderate the effects of *wajh* on long term relationships and both hypotheses H4 and H10 are supported.

To examine the impact of *qada* and *qadar* on LTO and the moderating effect of *theqa* between *qada* and *qadar* and LTO in order to build and/or maintain LTO in business relationships, the researcher also performed a multiple regression analysis. The results are summarised in Table 4.15. The results indicate that when *qada* and *qadar* was the independent variable of LTO, Model 5 shows a positive impact ( $\beta = 0.193$ ) and this is significant at level  $\rho < 0.01$ , which supports H5b. Adding *theqa* as a moderator variable to the model in the second step yielded a significant change in the variance explained in the model  $R^2 = 0.497$  ( $\Delta R^2 = 0.463$ ). This change in  $R^2$  was also statistically significant at  $\rho < 0.01$  and positively impacted the relationship between *qada* and *qadar* and LTO ( $\beta = 0.123$ ). These results yielded additional support for Hypothesis 11b.

Finally, the results of the multiple regression for Hypotheses 6b and 12b are summarized in Table 4.15. With LTO as the dependent variable, two regression models were used to test the effects of *shura* as an independent variable and the moderate effect of *theqa* on the relationship between the predictor variable (*shura*) and the dependent variable (LTO). The results of Model 6 indicate that *shura* was positively associated with LTO and that this was statistically significant at  $\rho < 0.01$ . The results also indicate that adding *theqa* as a moderator variable to the model also yields significant results ( $\rho < 0.01$ ) with a positive impact on the relationship between *shura* and LTO ( $\beta = 0.193$ ) and improves the total explained variation ( $R^2$ )

in Model 6 to 0.505. Therefore the results provide support for both Hypotheses H6b and H12b.

The results indicate that *shura* positively affects both LTO and performance. In addition, *theqa* moderates the relationships between *shura* and performance and LTO, which supports hypotheses H6b and H12b.

**Table 4.15. The influence of *theqa* on the relationship between Middle Eastern culture and LTO – Buyers**

Dependent variable	Long-term orientation											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
Independent variable	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
<i>Ta'arof</i>	0.061	1.146										
<i>Wasta</i>			0.147	2.770*								
<i>Wa'ad</i>					0.112	2.101*						
<i>Wajh</i>							0.406	8.284**				
<i>Qada and Qadar</i>									0.193	3.669**		
<i>Shura</i>											0.341	6.775**
<i>Theqa</i>	0.687	17.602**	0.682	17.288**	0.683	17.567**	0.638	14.577**	0.674	17.327**	0.654	15.555**
<i>Ta'arof x Theqa</i>	0.011	0.291										
<i>Wasta x Theqa</i>			0.096	2.370*								
<i>Wa'ad x Theqa</i>					-0.064	-1.591						
<i>Wajh x Theqa</i>							0.166	3.658**				
<i>Qada x Theqa</i>									0.123	2.983**		
<i>Shura x Theqa</i>											0.193	4.242**
R <sup>2</sup>	0.474		0.483		0.481		0.501		0.497		0.505	

\* P < 0.05, \*\* P < 0.01

## 4.5.2 Sample 2: Suppliers

### I. Middle Eastern Cultural Values, Theqa and Performance

The results of the multiple regressions are summarised in Table 4.16. With performance as the dependent variable, six regression models – *ta'arof*, *wasta*, *wa'ad*, *wajh*, *qada* and *qadar*, and *shura* – in addition to *theqa* were used to test the effect of Middle Eastern cultural values and the moderator effect on performance. The results of the *ta'arof* model (Model 1) were not significant. Although adding *theqa* to Model 1 improved the total explained variation in performance to 0.424, *ta'arof* was negatively related to performance ( $\beta = -0.054$ ) and the overall model was not significant ( $p > 0.05$ ). These results thus do not support either H1a or H7a

*Wasta* (Model 2) is positively associated with performance as hypothesized and the relationship is statistically significant ( $p = 0.05$ ), which supports H2a. It was proposed that *theqa* moderates a positive relationship between *wasta* and performance. This study confirms such a relationship (t-value = 2.551;  $p < 0.05$ ). In addition,  $R^2$  has improved in the model to be 0.436. Therefore, H8a is also supported.

Table 4.16 shows the results of the two regression model of *wa'ad* (Model 3). In the first step, *wa'ad* was negatively related to performance ( $\beta = -0.083$ ) and the model itself was not significant ( $p = 0.152$ ), so H3a is rejected. When *theqa* was added to the regression model, although  $R^2$  improved to 0.429, *theqa* had a negative moderating effect. In addition, the model was not significant ( $p > 0.05$ ) and thus H9a is rejected.

Table 4.16 presents the two regression models of *wajh* with performance (Model 4). In the first of these models, *wajh* as an indicator variable of performance, *wajh* has a positive and significant impact on performance ( $p < 0.01$ ) and this supports H4a. Table 4.16 shows also the changes occurring to the main variable when the interaction term is introduced. The significant and positive coefficient of *wajh* x *theqa* suggests that it is possible to confirm a positive interaction between *wajh* and performance. Additional support is the significant change in  $R^2$  from 0.182 to 0.517. Therefore H10a is supported.

This study supports the hypothesis that there is a positive relationship between *qada* and *qadar* and performance. The results show that *qada* and *qadar* (Model 5) is positively related to performance ( $\rho < 0.05$ ) and this supports H5a. Adding *theqa* as a moderator variable into Model 5 improves  $R^2$  to 0.449 and has a positive significant impact on performance at  $\rho < 0.01$  (t-value = 2.976, sig. value = 0.003) and this supports H11a.

While Hypotheses H1a to H5a and H7a to H11a focus on the effects of *ta'arof*, *wasta*, *wa'ad*, *wajh*, and *qada* and *qadar* in addition to the moderating effect of *theqa* on the relationship, Hypothesis 6a focuses on the impact of *shura* on performance in the buyer-supplier relationships (Model 6). The results of the regression analysis shown in Table 4.16 indicate that *shura* has a positive significant impact on performance at  $\rho < 0.01$  and this supports H6a. Model 6 shows the changes occurring to *shura* when the interaction term is introduced. Table 4.16 shows positive and significant effects between *shura* and performance at a significant level ( $\rho < 0.01$ ). In addition, the changes in  $R^2$  provide additional support ( $\Delta R^2 = 0.304$ ) and this supports H12a.

**Table 4.16. The influence of *theqa* on the relationship between Middle Eastern culture and performance – Suppliers**

Dependent variable	Performance											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
Independent variable	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
<i>Ta'arof</i>	0.009	0.159										
<i>Wasta</i>			0.111	1.963*								
<i>Wa'ad</i>					-0.083	-1.438						
<i>Wajh</i>							0.426	8.159**				
<i>Qada and Qadar</i>									0.115	2.000**		
<i>Shura</i>											0.434	8.351**
<i>Theqa</i>	0.649	14.756**	0.644	14.614**	0.646	14.689**	0.570	12.748**	0.648	14.878**	0.566	11.927**
<i>Ta'arof x Theqa</i>	-0.054	-1.170										
<i>Wasta x Theqa</i>			0.112	2.551*								
<i>Wa'ad x Theqa</i>					-0.075	-1.680						
<i>Wajh x Theqa</i>							0.239	5.371**				
<i>Qada x Theqa</i>									0.136	2.976**		
<i>Shura x Theqa</i>											0.239	5.170**
R <sup>2</sup>	0.424		0.436		0.429		0.517		0.449		0.495	

\* P < 0.05, \*\* P < 0.01

## II. Middle Eastern Cultural Values, Theqa and Long-Term Orientation

The results of the multiple regression analysis are summarized in Table 4.17. With LTO as the dependent variable, six regression models – *ta'arof*, *wasta*, *wa'ad*, *wajh*, *qada* and *qadar*, and *shura* – in addition to the interaction term, are presented in Table 4.17. Model 1 represents the first and second steps in the multiple regression analysis. *Ta'arof* as a predictor variable does not produce results significantly related to LTO. Also, after adding the interaction term which improved  $R^2$  to 0.559, similar results were found on the effect of the moderator variable (*theqa*) between *ta'arof* and LTO ( $\rho > 0.05$ ) and this rejects both H1b and H7b.

The results of the multiple regression analysis of *wasta* (Model 2) as an indicator variable of LTO are shown in Table 4.17. The results indicate that *wasta* has a positive and significant impact on LTO at  $\rho < 0.05$  and this supports H2b. Also, when the interaction term is added to the model, the t-test becomes significant at level 0.01. Additional support is the significant change in  $R^2$  to 0.584. Therefore, H8b is supported too.

For H3b and H9b it was hypothesized that *wa'ad* would have an impact on building and/or maintaining LTO between exchange parties and that *theqa* would act as a moderator between *wa'ad* and LTO. Results are given in Table 4.17, providing overall support for this hypothesis. While the results indicate that *wa'ad* has a positive significant impact on LTO at significance level 0.05, adding *theqa* as a moderator variable to Model 3 produces a significant change in t-test results and is significant at  $\rho < 0.01$ . Additionally, the changes in  $R^2$  ( $\Delta R^2 = 0.567$ ) provide additional support to this hypothesis. Hence, H3b and H9b are both supported.

Table 4.17 shows the two regression models of *wajh* (Model 4). The results indicate that the t-test exceeded the recommended value of 1.96 (t-value = 7.573) and was significant at  $\rho < 0.01$  and that *wajh* was positively related to LTO ( $\beta = 0.401$ ), which supports H4b. Although the explanatory power improved when *theqa* was added to the model, the model was not significant ( $\rho = 0.268$ ) and H10b was rejected.

While the previous hypotheses focus on the main effects of Middle Eastern cultural values (*ta'arof*, *wasta*, *wa'ad*, and *wajh*) on LTO and the effects of *theqa* as a moderator variable between these cultural values and LTO, Hypothesis 5b focuses primarily on the effect of *qada* and *qadar* on LTO and it was tested in Model 5 (Table 4.17). The results of the *qada* and *qadar* model indicate that *qada* and *qadar* was positively related to LTO ( $\rho < 0.05$ ) and this supports H5b. In the next step of regression analysis, the total explained variation in the model is improved to  $R^2 = 0.574$ . In addition, the standardised coefficient and the results of the t-test indicated a positive and significant impact at  $\rho < 0.01$ . This suggests that adding *theqa* into Model 5, which relies on *qada* and *qadar* as an independent variable, does support H11b.

Finally, Hypothesis 6b, which focuses on the effect of *shura* on LTO (Model 6), was tested by multiple regression analysis. The results are shown in Table 4.17, indicating that *shura* has a positive and significant impact on LTO at  $\rho < 0.01$ . Accordingly, H6b is supported. The proportion of variance explained by *shura* is improved after adding *theqa* to the model so that  $R^2 = 0.629$ . Also, the overall model was positively significant at  $\rho < 0.01$  and this supported H12b.

However, the results support Hypotheses H6 and H12 in two ways: firstly, the results indicate that *shura* positively affects both LTO and performance. Secondly, they indicate that *theqa* moderates the relationships between *shura* and performance and between *shura* and LTO.



**Table 4.17. The influence of *theqa* on the relationship between Middle Eastern culture and LTO – Suppliers**

Dependent variable	Long-term orientation											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
Independent variable	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
<i>Ta'arof</i>	0.040	0.694										
<i>Wasta</i>			0.089	2.00*								
<i>Wa'ad</i>					0.043	2.10*						
<i>Wajh</i>							0.401	7.573**				
<i>Qada and Qadar</i>									0.066	2.00*		
<i>Shura</i>											0.419	7.999**
<i>Theqa</i>	0.746	19.363**	0.741	19.120**	0.743	19.198**	0.686	17.234**	0.743	19.304**	0.691	16.359**
<i>Ta'arof x Theqa</i>	0.047	1.168										
<i>Wasta x Theqa</i>			0.176	4.666**								
<i>Wa'ad x Theqa</i>					0.129	3.328**						
<i>Wajh x Theqa</i>							0.046	1.111				
<i>Qada x Theqa</i>									0.140	3.478**		
<i>Shura x Theqa</i>											0.284	7.174**
R <sup>2</sup>	0.555		0.584		0.569		0.581		0.574		0.629	

\* P < 0.05, \*\* P < 0.01

## 4.6 Summary

This chapter has presented the results of analysis using a range of statistical methods. Descriptive analysis was employed to explain the profile of the respondent organizations. The descriptive statistical methods describe the organization profile. The tables in this chapter showed demographic characteristics of organizations in terms of age, industry, structure, number of employees, market share in Jordan, number of key suppliers or buyers, length of business relationships with the key partner, method of communication, and origin of the organization.

More advanced statistical analysis, such as advanced factor analysis and regression analysis, was used to extract the maximum information from the data. More specifically, correlation analysis, factor analysis, collinearity tests, and multiple regression analysis were employed to test the hypotheses. The primary focus here is on a comparative analysis of the two research samples where the first represents buyer organizations and the second sample represents supplier organizations. For example, factor analysis was conducted to verify the measures used for the constructs of *ta'arof*, *wasta*, *wa'ad*, *wajh*, *qada* and *qadar*, and *shura*. During the course of the analysis, reliability and validity tests were conducted so that the researcher was assured that the constructs not only measure consistently, but also measured what they were initially intended to measure. Finally regression analysis was employed to test the hypothesis (see Table 4.18) to summarize the results for both buyers and suppliers.

**Table 4.18. Summary of the results of hypotheses tests**

H1: <i>Ta'arof</i> →LTR	Partially	Rejected
H2: <i>Wasta</i> →LTR	Partially	Accepted
H3: <i>Wa'ad</i> →LTR	Partially	Partially
H4: <i>Wajh</i> →LTR	Accepted	Accepted
H5: <i>Qada</i> →LTR	Partially	Accepted
H6: <i>Shura</i> →LTR	Accepted	Accepted
<b>Trust as a moderator</b>		
H7: <i>Ta'arof</i> →LTR	Rejected	Rejected
H8: <i>Wasta</i> →LTR	Partially	Accepted
H9: <i>Wa'ad</i> →LTR	Rejected	Partially
H10: <i>Wajh</i> →LTR	Accepted	Partially
H11: <i>Qada</i> →LTR	Partially	Accepted
H12: <i>Shura</i> →LTR	Accepted	Accepted

The next chapter discusses the results of this research, and compare it with relative studies in the literature.

## Chapter 5: Discussion

### 5.1 Introduction

This study examines the impact of national culture on building long-term buyer-supplier relationships. As the world become global, research must become global too (Naor et al. 2010). Researchers should not ignore cultural differences and Middle Eastern scholars should learn from Western theories and modify them for the Middle Eastern context. The data sets for this study provide an ideal research setting to test the buyer-supplier relationship in a unique cultural context. However, this chapter discusses the findings and presents the interpretation of the quantitative results presented in the previous chapter. Furthermore, comparative and related studies are introduced; especially those have been conducted in the Middle East, particularly in Jordan.

### 5.2 Discussion of the Findings: The Impact of Middle Eastern Cultural Values and the Moderator *Theqa* on Building Long-Term Buyer-Supplier

#### Relationships

The study has two main research questions that were operationalised with several hypotheses. This section discusses the answers to the main research questions particularly with regard to (1) the impact of Middle Eastern cultural values on building long-term relationships (LTRs) and (2) the effects of *theqa* on moderating the relationship between these values and LTRs from different perspectives: a buying perspective and supplying perspective.

First, the influence of Middle Eastern cultural values was examined through several hypotheses outlining the relationship between the cultural values of *ta'arof*, *wasta*, *wa'ad*, *wajh*, *qada* and *qadar*, and *shura* on LTRs.

Whilst *ta'arof* has limited influence on LTR from the buyer's perspective, there is no link between *ta'arof* and LTR from the supplier's perspective (H1). A review of the literature identifies little research on *ta'arof*. Comparing the research results with Ford et al.'s (1998) classification of the relationship stages; pre-relationship, exploratory, developing, and maintaining stage, *ta'arof* comes at the pre-relationship

stage between buyer and supplier. In this stage, both exchange parties are trying to learn and understand the needs of the candidate partner with no previous business or few transactions that have limited or no connection with the performance of the organization. *Ta'arof* acts as a stage to facilitate the LTR in the future and both should invest time to engage with the expected exchange partner. For example, Solberg's (2002) study of consumers' behaviour in Arab countries states that the exchange party needs to spend time in a courtship and then to become engaged with the expected partner. Solberg (2002, p. 25) stated:

I had to drink tea with my counterpart in the Arab organization several times a week during nine months! We did not necessarily talk about the terms of contract; rather it was what I would call a courtesy visit in order to forge the relationship and to enhance the trust of the partner.

*Wasta*, as a widespread cultural value in Middle Eastern societies, plays a limited role in H2 from the buyer's perspective, but is fully supported from the supplier's perspective.

Scholars admit that the literature is insufficient regarding the role of *wasta* in social sciences and business and that it has not been addressed with respect to its effect on the economy (Loewe et al. 2008). In addition, studies have been conducted mainly in the public sector and human resource functions (recruitment, promotion, etc.) or gender studies. However, the reason for this could be that *wasta* is used mainly with government institutions to facilitate the flow of the business (e.g., paperwork) due to the bureaucracy and centralization of the decision-making process (Tlaiss and Kauser, 2011). This does not have a direct relationship with the performance from the buyer's perspective, but for the same reason it influences the supplier's performance positively, since accelerating the paperwork enhances the business relationship. In turn, the supplier prefers to keep working with the buyer organization which has *wasta* in order to facilitate the businesses flow with other organizations, in particular government institutions which tend to stay in a LTR. Solberge (2002) admits the role of *wasta* in handling the paperwork by giving access to the decision-makers inside the organization. In addition, Barnett et al. (2011), Loewe et al. (2008) and Yeganeh and Su (2007) see *wasta* as a tool that has a significant impact on the

investment environment in Jordan. In addition, these results are consistent with Tlaiss and Kauser (2011) and Cunningham and Sarayreh (1993).

*Wasta* is the term used in the Jordanian context to reflect the role of the personal and family relationships in developing the business process. (Twaissi 2008, p. 297)

Moreover, the buyer organisation is looking for an exchange party (i.e., supplier) who can meet its needs and *wasta* does not play a significant role, because the cultural perspective that the one who is going to use *wasta* is unqualified and does not deserve to get this opportunity. Also, if *wasta* plays a role in choosing the supplier, it is likely that the supplied materials do not make a significant contribution to the production line and the supplier has only been chosen in order to save the face of the *waseet* (i.e., middle-man) or due to a feeling of loyalty for the family's values. In 2006, the Ministry of Public Sector Development developed a code of conduct for the public sector. It addresses the phenomena of *wasta* and its relatives, such as nepotism and favouritism. An Organization for Economic Co-operation and Development (OECD) team has learned lessons from Jordan's experience in its final report to the Ministry of Public Development in 2010

The Review Team repeatedly heard from interviewees that Jordan has strong ethical values derived from religious, traditional and cultural foundations. Although this assertion was always advanced with pride and sincerity, sometimes the speakers seemed to imply that legal or enforceable standards of conduct were unnecessary. This reminded the Review Team that standards of ethical conduct based solely upon minimum requirements established by law can create a "race to the bottom" in which officials seek only to attain minimum legal requirements – instead of aspiring to higher ethical standards appropriate to Jordan's religious, traditional, and cultural heritage.(OECD, p.16)

In respect of the third Middle Eastern cultural value, i.e., *wa'ad*, the results of the questionnaire (H3) indicate that there is no relationship between *wa'ad* and performance from either the buyer's or the supplier's perspectives, but there is a positive link with LTO. The reasons for these findings could be that the majority of the sample are SMEs, which have not felt any improvement in their performance over the last a few years due to the economic and political situations affecting the

Middle East region, such as the financial crisis in 2009, the high cost of raw material, the high cost of energy, low purchase power and the Arab Spring.

This is true of Jordan, even though it did not have its own Arab spring internally. The economic reports (Quilter-Pinner and Symons 2013; Khandelwal and Roitman 2013) indicate that countries undergoing political instability tend to experience a short-term fall in their economy, which starts to recover only after 4-5 years. The duration of the recovery in the economy varies by country due to the availability of natural resources such as oil and gas. For example, Libya has recovered more quickly than any other country because of its oil revenues and more limited political disruptions, with a forecast growth in GDP of 16.7% in 2013. Yemen has been supported by grants from Saudi Arabia, which appears to have a relatively quickly recovering economy. Growth is still below trend in Egypt and Tunisia, and Jordan's economy is facing building economic pressures due to the effects of the Arab spring.

The pressure on the Jordanian economy comes from different sides. First, the cost of accommodation for Syrian refugees in Jordan is expected to reach 0.5% of GDP in 2013. Second, today, Jordan gets only 20-25% of its gas needs from Egypt. It used to get 85% of its needs from Egypt before the gas pipelines between Egypt and Jordan were attacked more than 13 times. This situation has forced the Jordanian government to switch to heavy fuel oil, which is more expensive and has increased prices in the global market. The change cost Jordan nearly \$1.4 billion for electricity production and \$787 million was paid to subsidize oil products in 2011, which increased the operating costs of Jordanian companies (Lynch 2012). Third, the Arab spring is damaging trading links (Al-Khoury 2013). Fourth, the weak global growth and the Euro-zone crisis have facilitated this damage by reducing investment in the MENA countries and, in particular, the Agadir agreement countries (i.e., Jordan, Morocco, Tunisia and Egypt) for which Europe is the main exchange partner. Fifth, the weak growth in the Euro-zone has reduced European financial assistance. However, IMF programs in Jordan required reductions in subsidies, price increases, and tax changes (Quilter-Pinner and Symons 2013; Khandelwal and Roitman 2013).

All of the above reasons and more affect the performance of the economy in general and of the manufacturing sector in particular. Buyers could be forced to reduce the number and/or value of transactions with suppliers due to the rapid increase in the

cost of raw materials, high energy prices and low purchasing power, which affect both exchange parties. Also, since the Jordanian market is still in the growth stage and due to the political situation in the Middle East, buyers and suppliers are struggling to stay in the market by keeping working together following a win-win strategy, but without making profits at present.

In respect of the fourth element of cultural values, *hifz ma'a wajh* (i.e., *wajh*), the results of the questionnaire show that there are positive relationships between *wajh*, performance and LTO from both buyer and supplier perspectives. These findings could be because in a collectivist culture people place more emphasis on other's face than self's face. However, participants are more likely to accept an offer from an exchange party who shows positive emotions rather than negative emotions. This is important when managing conflict during negotiations and, in turn, maintains a harmonious atmosphere that affects the performance of the partner. It is also consistent with Kopelman and Rosette's (2008) ideas on the influence of positive emotions on East Asian negotiators compared to American negotiators. Also, it could be because both of the exchange parties share the same cultural values and emphasise the other's face more their own face. This may help to manage negotiation scenarios that will support a friendly environment where both parties are willing to stay in a LTO relationship. This is also consistent with Morgan and Hunt (1994) and Friman et al. (2002), who consider shared values are antecedents of trust and can improve performance and encourage staying in a long business relationship. Moreover, in high-power distance societies like those in the Middle East, *wasta* plays a role in managing conflict. In turn, to save *wasta*, the supplier may stay in an LTR. This is consistent with Chen and Starosta (1998), Ting-Toomey and Kurogi (1998) and Oestzel and Ting-Toomey (2003), who argue that showing no concern for saving face in social interactions leads to serious conflict, which in turn affects the trust-building process, which influences performance and LTO.

The findings on the relationship between *qada* and *qadar* and LTR are mixed. The results indicate a limited link between *qada* and *qadar* and LTO, but H5 is fully supported from the supplier's perspective. The results are inconsistent with the existing research evidence. For example, Welsh and Raven (2004) state that fatalism has a negative influence on various measures of service quality and fatalism in their



study is demonstrated by the practice of saying ‘insh-Allah’ (God willing) during business transitions. Kabasakal and Dastmalchian (2001) and Kabasakal and Bodur (2002) state that fate has a negative influence on the future orientation towards business relationships.

The reasons for such results could be that Islam has an impact on managing people’s lives and businesses in Middle Eastern countries (Zakaria et al. 2003). Although Middle Eastern countries are characterized as high uncertainty-avoidant, they are still willing to take risks, as uncertainty avoidance leads to reducing ambiguity and has nothing to do with risk (Hofstede and Hofstede 2005; Hofstede et al. 2008). This willingness to accept a level of risk comes from the Islamic belief that benevolence comes from God (i.e., fate). Islam comes and changes the negative value (i.e., *tawakol*) to *twakol*, which asks the Muslim to do his best and leave the rest in Allah’s hands. In Islam, people are the vicegerents of Allah on earth; they are required to work to the best of their abilities to build the world and to utilise its natural resources. Islam considers work as worship (i.e., *ibadah* – عبادة). Thus, faith in Allah is incomplete without productive work that facilitates LTRs.

Finally, the analysis of the quantitative data indicates a positive relationship between *shura* and LTR (H7) from both buyer and supplier perspectives. The literature indicates *shura* as an Islamic type of leadership (Hasan 2009; Majeed et al. 2011). The findings of the present research state the importance of *shura* in improving performance and its role in looking for LTO. These findings are consistent with Iles et al.’s (2012) study of the characteristics of Iranian managers, who encourage consultation at all levels. This is a work-related value and Arab Middle Eastern countries are characterized by consultative decision-making styles, as influenced by the Islamic value of *shura* or consultation. The consultative style of leadership is seen as the most effective in non-Western cultures. These results are also consistent with Al-Salem and Rowaih’s (1996) results, which rank participation values in second place after humanistic values on their managerial values list in the Iraqi context. In addition, these results are consistent with Analoui et al., (2000), which found the people related skills which include participation in a team work and consulting subordinates are strongly interrelated and improve the Iranian managerial and institutional effectiveness.

Kabasakal and Dastmalchian (2001) studied the leadership style in the Middle East and perceived universal leadership attributes such as being supportive, visionary and charismatic as part of their leader profile. Pasa et al. (2001) and Abdallah and Al-Homud (2001) found that using a participation style induced feelings of belonging to the group and satisfied the parties involved rather than improving the quality of the decision, but in this research the results indicate a positive relationship with performance. In addition, the results are consistent with Sabri's (2010) study on Jordanian managers' leadership styles in light of their cultural values. Although Jordanian managers are concerned with production and performance (task style), they appeared to place a medium level of importance on people and relationships due to their collectivist cultural values.

Turning to the second research question, the research examined the role of *theqa* in moderating the relationship between each of these Middle Eastern cultural values and LTRs. The overall results show limited and full support for the role of *theqa* as a moderator. For example, the moderating effect of *theqa* between *ta'arof* and LTR (H7) was not supported in either the buyer or the supplier model. These results are consistent with Al-Jabri's (2010) findings on the length of the relationship and trust. The exchange parties are still in the exploratory stage (i.e., *ta'arof*); therefore, *theqa* does not play a significant role at this stage since they are in the process of building *theqa*. Since there is no level of *theqa* between supplier and buyer, in turn, there is no LTR between exchange parties (H7). In addition, the findings are not consistent with the literature findings on the preferable communication style in the Middle East (i.e., face-to-face communication), as the preferable communication styles are now e-mails and phone calls. The reason for that could be the clear improvement in information technology and in particular, the wide spread of the Internet and the increase in the number of users in Jordan.

Moreover, *theqa* has a limited moderating effect between *wasta* and LTR (H8) from the buyer's perspective, but H8 is supported from the supplier's perspective. These results are consistent with the literature on the process of building trust between exchange parties (Doney and Cannon 1997, 1998). Doney and Cannon (1997, 1998) state that the transfer process is one of the five processes of building trust, whereby a third party is used as a 'proof source' to facilitate the initial meetings and

conversations between parties. Also, *wasta* works as a mechanism to transfer *theqa* and friendship between exchange parties, facilitating joining a party in closed circles due to *wasta*, which provides access to advantages and builds business relationships (Tlaiss and Kauser 2011; Loewe et al. 2008).

In addition, *theqa* plays a limited role from the supplier's perspective and there is no link with LTR from the buyer's perspective. *Theqa* does not moderate the relationship between *wa'ad* and performance, possibly because of the collectivist values and uncertainty avoidance in the market conditions in Middle East, where buyers prefer to be tolerant with the suppliers if the unfulfilled *wa'ad* does not affect the production lines. In return, they expect the suppliers to be tolerant with them in other cases such as the due date payments. In some cases, the buyer is aware of competitors' services, but chooses to stay in a relationship due to its predictability and comfort. In addition, the buyers depend on the suppliers, particularly if they deal with a limited number of suppliers for a key raw material where the suppliers have power over the buyers, and then the buyer will keep working with this supplier due to his need and the uncertain market conditions. Also, both parties could need to establish partner selection criteria and to develop the communication style to create an environment of trust that builds buyer-supplier relationships. These relationships improve the performance of the organization. Furthermore, the supplier aims to enter new markets and therefore has no need to have *theqa* in the buyer, since there is a formal contract between them. For example, Mena et al. (2013, p. 65) state that distrust of the suppliers did not prevent the buyer from conducting business with them.

This had led to some deterioration in trust, and interviews revealed that the Trader did not trust some farmers but admitted they depended on them for the supply of grain.

Despite the insignificant results between *wa'ad* and performance and the insignificant impact of *theqa* on performance, the results indicate a positive relationship between *theqa* and LTO from the supplier's perspective. These results could indicate that when the buyer fulfilled his *wa'ad* to the supplier, a level of *theqa* was built. Also, when the supplier perceives a moment of truth from the buyer organization, *theqa* will be built through a series of positive interactions with the

buyer organization. At that point, the supplier begins to appreciate this buyer and develops a long-term orientation to work together, which is consistent with the Western literature findings that a high level of trust is often linked to long-term commitment to an organization in the manufacturing sector (Zineldin and Jonsson 2000), service sector (Claycomb and Martin 2002), and in employment relationships (Skinner et al. 2004), relationship marketing (Rashid 2003) and retention management (De Vos and Meganck 2011; Conway et al. 2011).

Moreover, *theqa* plays a moderating role between *hifz ma'a wajh* (i.e., *wajh*) and LTO from the buyer's perspective and a limited role from the supplier's perspective. Despite the fact that *theqa* moderates the relationship with performance, this could be because fulfilling the *wa'ad* from the buyer in order to save face will reduce conflict and, in turn, foster a level of trust that improves the businesses between supplier and buyer and improves the performance of the supplier. *Theqa* does not moderate the relationship between *wajh* and LTO from the supplier's perspective and that could be because the collectivist culture shows concern for social values more than organizational values; for example, there is more concern for a friend or family member as a type of loyalty to the family or tribe. In addition, concern for *wasta* is a type of respect due to people with high prestige and power. It is also important to save face using *wasta*, as these societies place more emphasis on other's face. However, *theqa* is not necessary to be in an LTO and that is consistent with Hunaiti's (2003) study of the conflict level between organizational and social values in the public sector in Jordan, which found that Jordanian employees give higher importance to social values than organizational values due to the feeling of loyalty to the family, tribe, friend, and in order to save face when using *wasta*.

Also, *theqa* has a limited moderating effect between *qada* and *qadar* and LTO from the buyer's perspective, but H11 is fully supported from the supplier's perspective. Faith (*theqa* in Allah), in a way, is incomplete without productive work (Uddin 2003). This value is positively related to working hard to build business relationships, as it involves investing in a relationship to build a level of personal trust before conducting any business, sharing information between both parties to minimize the level of uncertainty, enhancing the ability to make timely and accurate decisions, which in turn maintains buyer-supplier relationships.

Finally, the moderating effect of *theqa* between *shura* and LTR (H12) is supported from both buyer and supplier perspectives. *Shura* as an Islamic value improves the quality of decisions by increasing the communication level and sharing information, which enhances the level of *theqa* in the final decision. This is consistent with the literature on consultative leadership style and building trust. For example, Burke et al. (2007) argue that consultative leadership has been demonstrated as providing a positive relationship to trust in leadership. In addition, Podsakoff et al. (1990) and Gillespie and Mann (2004), in their studies on leadership practice and trust, found that consulting team members influence employee trust in their leaders. Furthermore, this could be because of the link between *shura* and other cultural values such as *wajh*. The buyer or supplier consults the exchange partner in order to save his face and to share the risk of the decision's outcomes. At the same time, this could be a type of politeness and respect for the exchange party, which enhances the harmony in the business relationship.

### **5.3 Summary**

We examined the impact of national culture on building buyer-supplier relationships, and the role of *theqa* as a moderator variable between Arabic Middle Eastern values and LTRs. In this chapter we have discussed the results of analyses to answer the research questions. Furthermore, comparative and related studies are introduced, particularly in the Middle Eastern context. The discussion addresses the research questions from the perspective of both buyers and suppliers. The results of the analyses seem to be rather mixed and limited and the impact appears to be different across buyers' and suppliers' organizations.

The next chapter presents the conclusions, implications, and suggestions for future research.

## Chapter 6: Conclusion

### 6.1 Introduction

This chapter presents the conclusions for each of the research questions which emerged from the findings in Chapter Four and the discussion in Chapter Five.

The remainder of this chapter presents the implications of the research. The research findings generated through the results of the quantitative analyses are presented; some recommendations for future research are presented, arising from the limitations of the current research. The chapter ends with a summary outlining its main points.

### 6.2 Concluding Remarks

The influence of Middle Eastern cultural values and the moderating role of *theqa* are examined through several hypotheses outlining the relationship between the cultural values of *ta'arof*, *wasta*, *hifz ma'a wajh*, *wa'ad*, *qada* and *qadar*, and *shura*. Overall, the results seem to be rather mixed and limited in that such impact appears to be different across buyer and supplier organizations. First, while *ta'arof* has a positive impact on performance from the buyer's perspective, it does not have any link with SCRs from the supplier's perspective. In addition, *theqa* does not moderate any relationships in either sample (i.e., buyers or suppliers). This could be because of the exploratory stage in developing a business relationship, when the exchange parties are only aiming to get to know and understand the needs of each party and build shared goals before any significant transactions have happened.

Second, *wasta* has a positive and significant impact on LTO, but not on performance from the buyer's perspective. Also, *theqa* does moderate the relationship between *wasta* and LTO, but not *wasta* and performance from the buyer's perspective. Moreover, from the supplier's perspective, *wasta* has a positive and significant impact on both performance and LTO. In addition, *theqa* moderates the relationship between *wasta* and LTR components (performance and LTO). *Wasta* plays a significant role in the business environment in Jordan, starting from facilitating meetings between exchange parties and transferring *theqa* between them, to facilitating the paperwork with external organizations. Suppliers and buyers both do their best to save face for the *waseet* as due to his position, age, etc. This influences

the LTO between exchange parties, but does not influence performance. This could be due to the economic and political situation in the region.

Third, *wa'ad* has a limited impact on LTO from the buyer's perspective, and a significant impact on LTO from the supplier's perspective. *Theqa* moderates the relationship only between *wa'ad* and LTO, but not between *wa'ad* and performance from the supplier's perspective. This could be due to the collectivist culture in Jordan, where one is unwilling to break one's *wa'ad* to save face. This, in turn, facilitates building *theqa* between exchange parties, which influences the LTR.

Fourth, *hifz ma'a wajh* impacts positively on LTR and *theqa* moderates the relationship between *wajh* and LTR components from the buyer's perspective. Moreover, *hifz ma'a wajh* has a significant impact on LTR and *theqa* moderates the relationship only with performance from the supplier's perspective. This could be because being unwilling to break one's word and saving face enables one to maintain a harmonious atmosphere, in turn, fostering *theqa* between buyer and supplier. In addition, Middle Eastern people consider social values more important than organizational values as a type of loyalty to the family, tribe, etc.

Fifth, *qada* and *qadar* plays a limited role from the buyer's perspective. While *qada* and *qadar* links positively with LTO only in the buyer's sample, it links positively with LTR with and without the moderating effects of *theqa* from supplier's perspective. *Qada* and *qadar* are linked to faith in Allah, who is managing the best for us. One is asked to do one's best and to work hard and then to wait to see if Allah is willing to facilitate the business.

Sixth and finally, the findings of research indicate that *shura* links to LTR from both buyer and supplier perspectives due to the importance of *shura* as one of the Islamic values and one of the social values in collectivist societies.

### **6.3 Research Implications**

This section provides a number of contributions to knowledge at the theoretical, practical, and policy levels as an important exploratory research study targeted at a number of cultural values and investigates their influence on building and/or maintaining buyer-supplier relationships in Jordan.

### **6.3.1 Theoretical Implications**

The findings of this study on the relationship between Arab Middle Eastern cultural values and building and/or maintaining long-term business relationships between buyers and suppliers can be considered an important contribution to knowledge. The results add to the growing knowledge of how differing cultural values may affect buyer-supplier relationships. This study provides empirical evidence suggesting the need to integrate theories of culture into buyer-supplier relationship theory.

The theoretical contribution of the present research is to expand upon cultural studies conducted into SCRs by enhancing the established knowledge of business-to-business (B2B) relationships by investigating the role of national culture in developing and/or maintaining buyer-supplier relationships, and to minimise the distinctions between different cultures. This is imperative, as what is relevant in one culture may not be relevant in another. With respect to research conducted in the West, the current research, rather than replicating Hofstede's (1980) dimensions, identified the local cultural values that are most common in Arab Middle Eastern countries in order to investigate their influence on buyer-supplier relationships. To my best knowledge, no similar research framework has been reported in the extant literature on the research phenomena. Hence, this is the first contribution related to utilizing Arab Middle Eastern cultural values as a response to encourage more cultural studies and to overcome the scarcity of supply-chain management and relationship research, in particular in the Arab Middle Eastern context (Fang and Kriz 2000; Lee et al. 2001; Pagell et al. 2005; Zhao et al. 2006; Metters 2008; Cannon et al. 2010; Matters et al. 2010; Power et al. 2010; Wiengarten et al. 2011; Soni and Kodali 2011; Jia and Lamming 2013).

The Middle East has its own philosophical context, which offers a valuable contribution for theory building. So far, most of the cross-cultural management works published in Western management journals tend to adopt established Western models. Middle Eastern scholars, like Asian management scholars, should have confidence in researching and globalizing Middle East norms and values to advance management knowledge.



In short, this study is a response to a continuous call for more research with reference to using specific cultural values due to the need to move beyond Hofstede's framework (Liao 2011) to investigate buyer-supplier relationships. It is hoped that such new perspectives of exploring these relationships could establish a base of knowledge that could be of interest to other management researchers who seek to establish a complete Middle Eastern cultural framework to examine its wider effect on the overall operations management field. So, given the role of the Middle East in the global economy and previous calls for such research, this study makes a meaningful contribution to the long-standing debate on the dynamics of national culture on buyer-supplier relationships.

### **6.3.2 Practical Implications**

Business practitioners recognize the importance of the Middle East as a prospective market to extend their businesses to the region. In respect of the research findings for international managers and businesses who wish to operate in the Jordanian manufacturing sector, several issues are relevant. This study contributes to a better understanding of the peculiarities of Arab Middle Eastern cultural values and their implications for regional and multinational firms operating in the Middle East. More specifically, the findings of this project assist the management of regional and multinational firms operating in the Arab Middle East to build more effective relationships with their buyers and suppliers in the region and to contribute to the further improvement of the Jordanian market, which clearly has a culture different from Western culture.

In terms of the purchasing strategy in the Western context, the buyer-supplier relationship is affected by the individualistic culture. The buyer evaluates the supplier's performance; in turn, the supplier's trust in the buyer is essential to build a business relationship. However, a change in the procurement strategy is required in a collectivist culture. In Jordan, networking and giving face to the expected partner facilitate the business relationship. In addition, *shura* enhances the level of trust between the parties and facilitates the buyer-supplier relationship. Given that the buyer and supplier attempt to engage in best possible partnership, the *ta'arof* stage takes a long time but it is recommended to get know the exchange party. Also, while this study examines the role of culture, it is important for the supplier organization to

understand the importance of cultural differences when working with different cultures. In addition, it is important to improve the human resource strategy by enhancing the staff with policies and skills appropriate not only for an individualistic and Western context, but also for collectivist non-Western cultures. Moreover, the possibility of enhancing their businesses and improving Jordan's business environment might motivate global leaders to enhance their knowledge of the role of Arab Middle Eastern values in the region with more cultural training via a series of workshops.

Local managers also could benefit from this study to connect to the global village and eliminate conflict with suppliers who have more understanding of and give more attention to cultural differences. In addition, improving the local companies' strategies could be beneficial for MNCs based in the region by working with them to enhance innovation management, marketing management, and using new technologies. Also, understanding local culture helps the manager not to miss possibilities for building relationships, since the Western mind considers that time is money and does not mix business with pleasure (Cannon et al. 2010).

### **6.3.3 Policy Implications**

Clearly, the research findings and the aforementioned managerial implications pose a crucial challenge for the policy-makers in Jordan, in that the government needs to play the linking role among the parties involved in the manufacturing sector. The role played by the government needs to focus on strengthening the relationship between the parties and to ensure its sustainability through effective buyer-supplier relations policies. Given the growth in the Jordanian economy in the last years and the stable business environment in Jordan compared to its neighbouring countries, there is a tendency of many foreign firms to enter into Jordan to make most of the existing opportunities (Obeidat 2013). The role of the government is to pass supportive legislation for the manufacturing sector and to encourage international competition in the market to support the suppliers' and buyers' rights.

Also, the present research can help decision-makers in Jordan to decide whether to improve or eliminate the norms that influence business relationships by establishing rules to eliminate the negative side of some of the norms, for example, the negative

effects of *wasta* – a corrupting cultural norm in the Middle East – which has a negative influence on the business environment in Jordan. The decision-makers can explain the role of fate in Muslim cultures and enhance a positive attitude to it (i.e., *twakol*). The decision-makers can enhance *shura* practices in organisations as consultative and supportive leadership styles. In addition, the decision-makers can clarify the role of *hifz ma'a wajh* in conflict-negotiation situations. The government and policy makers could prepare seminars with others such as Chambers of Commerce in Western countries to explain Middle Eastern cultural values and the local managers' practices and behaviours in order to build a clear image of the local market and what foreign organizations should expect in the Jordanian market.

#### **6.4 Limitations of the Study and Future Research**

Despite presenting a variety of new insights into the impact of Middle Eastern cultural values *ta'arof*, *wasta*, *wajh*, *wa'ad*, *qada* and *qadar*, and *shura* on buyer-supplier relationships and the fact that care was taken while conducting the scientific methodological steps (sampling, data collection, and analysis), the study has several limitations. In light of these limitations, several issues deserve further attention in any future research on the topic.

- **Research focus:** the research data were collected from one country, namely Jordan. Cross-cultural studies are recommended to collect data from different countries to ensure the generalisation of the research findings. Given that the data were drawn from Jordanian manufacturing sector, it is important to validate the results further by examining the service sector too. Moreover, the researcher collected the data from single respondents from each exchange party (buyer and supplier), but the researcher was not able to match the data. Accordingly, the researcher recommends that future researchers choose a paired sample in order to test the research framework. In addition, future research should examine triadic relationships to understand the entire SC. In addition, the current research collected the data from a single managerial hierarchy in the organization; further research is required to collect the data from different managerial levels in the organization (e.g., general manager, supply-chain manager, purchasing managers, purchasing employees).

- **Methodology focus:** the present research uses quantitative data only to examine the research hypothesis to allow the researcher to be objective. Due to the research aim and objectives, a mixed methodology can be considered as a more appropriate means of exploring the cultural influence of SCRs (Soltani et al., 2014). The analysis should be enriched by a detailed examination of participants' perceptions of cultural variables, since culture cannot be described by mathematics and is open to interpretation in terms of its meaning. Furthermore, SCR is the social construct of SCM, due to the level of contact within the supply chain. Cultural values and social aspects are both subjective constructs, which need respondents' interpretations of why and how they occur. Furthermore, there is a clear scarcity in the management literature on the Middle East, in particular the on the research variables. Further research on these cultural values in the management arena is required. Moreover, *theqa* seems to have a statistically significant effect on the relationship between performance and LTO. For future research, *theqa* might be taken on board as an independent variable to see how it influences LTR.

## 6.5 Reflexivity

Quantitative research seems to largely avoid discussing reflexivity issues. While it's logically very challenging to apply some of the reflexivity ideas in qualitative research, this section focus on the data collection stage of the research project. Scholars define reflexivity as the awareness of the researcher's impact on the research process (Ryan and Golden 2006). Reflexivity is needed to prevent previous knowledge that might affect the researcher's perception of the data. Researchers should enter the field with an extensive knowledge, but should use this knowledge objectively to outline the research phenomenon. In quantitative research, most published work focused on reporting statistical results of computerized data analysis with very little information on how, where, and by whom, the data were collected. In this section, we apply reflexivity mainly on our experience in the data collection stage (Ryan and Golden 2006).

- **The Researcher**

The researcher starts the process with self-reflexivity and considers herself in relation to the research project. The researcher was born in Jordan and did her first two degrees there before moving to the UK for a PhD degree. The researcher has her

own understanding of cultural values and didn't rely solely on textbooks and definitions by others when conducting this research. Professional background as a purchasing officer working with a multi-cultural background team, customers, and suppliers is also an important factor influencing how the researcher approached this research project.

The researcher attended a quantitative research course at the University of Kent. In addition, the researcher has read many textbooks related to methodology approaches, in particular the quantitative research approach, in order to improve her understanding for quantitative research and administration of surveys, to assure the research project was finished successfully (Ryan and Golden 2006).

- **The Participants**

This is a quantitative research study on buyer-supplier relationships in the Jordanian manufacturing sector. The 652 participants who took a place in this study were identified through the ACI dataset in a wide range of industries, including chemicals, food and drinks, plastics, pharmacy, electric and electronic. The first phase of the study involved a pilot study, followed up with phone calls and reminders. The pilot study resulted in a small sample size that was enough for the pilot study purpose (Ryan and Golden 2006). The researcher moved from on-line surveys to a drop-off and pick-up strategy for actual field work. This strategy is more common in the Middle East region to improve the sample size, and to prevent missing data. The questionnaire covered basic information about organization, followed by Arab Middle Eastern cultural values, theqa, as well as a LTR section. The questionnaire took between 20-30 minutes to administer.

- **Shifting Boundaries**

Once the cover letter was read, it had been anticipated that the completion of the questionnaire would be easy; the reality was that the participants wanted to discuss the first section with the researcher. The section includes questions related to the company itself such as market share, origin of the organization, and type of organization. The participants kept telling the researcher stories about the governmental regulations, free trade agreements, or Arab spring and its influence on their businesses in the last years. The researcher was aware of the potential for

exploitation in social research, but the researcher justified her roles, firstly, by giving out useful information and contact details of organizations that offer help and advice to SMEs, and, secondly, by the hope that the current research findings will help to identify their needs (Ryan and Golden 2006).

- **Time and Budget**

Another point of reflexivity in large scale quantitative research is related to time and budgeting constructs (Ryan and Golden 2006). The pressure of deadlines and the needs to submit on time before the end date of registration, as well as the limited budget, as the researcher was self funded in the data collection phase, determined the number of participants. Pair matched data could not be arranged due to the difficulty of getting the required sample size with a pair sample, and the limited time for the researcher to administer it. The limited budget and time forced the researcher to follow quantitative research only rather than a mixed methodology to support her results. To support her methodology, the researcher followed most of the literature that used a quantitative research approach. Also, the researcher recommended future research that would conduct interviews to support the quantitative findings.

- **Research Constructs**

This research examines the impact of Arab Middle Eastern cultural values on buyer-supplier relationships, and the role of *theqa* as a moderator variable between these cultural values and LTR in the Jordanian manufacturing sector. While the cultural values have their definition in the literature, the accepted level of mutual *theqa* (trust) between exchange parties has a different meaning for different people.

## **6.6 Summary**

The primary aims of this study were two-fold: to shed light on the influence of Arab Middle Eastern cultural values on long-term buyer-supplier relationships and to understand the role of *theqa* as a moderating variable between cultural values and LTRs. To accomplish these aims, the study collected evidence from the Jordanian manufacturing sector.

Over the last few years, the literature has mainly concentrated on the Western setting, with little research being conducted in non-Western contexts. Accordingly,

culture has been reported to impact on SCRs through the application of Hofstede's framework as a dominant model in cultural studies. However, the literature indicates the importance of moving beyond Hofstede's model.

In response to such a call for further research on more specific cultural norms and values and their impact on buyer-supplier relationships, the current study therefore makes a contribution to knowledge by expanding the literature from a Western dominated 'culture and SCRs' research context to the context of Arab Middle Eastern cultural values. The specific aim here is to explore the implications of Middle Eastern cultural values and *theqa* on long-term buyer-supplier relationships. In examining this relationship in the context of the Arab Middle East, this study employed the cultural values of *ta'arof*, *wasta*, *hifz ma'a wajh*, *wa'ad*, *qada* and *qadar*, and *shura*.

In doing so, the current study distinguishes itself from past research and contributes to the existing knowledge base. In contrast to the existing literature, where a majority of scholars have made an attempt to study buyer-supplier relationships in light of Hofstede's model, the current study views the buyer-supplier relationships through the Arab Middle Eastern cultural values lens. The required self-confidence does not come from ignoring the Western theory, but from our passion to learn and to contribute to the theory.

Methodologically, this study relies on the positivism research philosophy. It started with an extensive review of the literature on culture, supply chain management, and supply chain relationships, and the impact of culture on SCRs. Based on this review of the literature, several hypotheses were derived. Through extensive fieldwork and the adoption of a cross-sectional design, appropriate data were collected using a survey instrument. The results were then divided into two empirical analyses; one analysis examined the impact of Middle Eastern cultural values on long term buyer-supplier relationships from the buyer's perspective, and the other analysis was from a supplier's perspective. In analyzing the two samples, statistical techniques such as correlation analysis, exploratory analysis, regression analysis, and tests of reliability and validity were used.

The results of the analyses seem to be rather mixed and limited and the impact appears to be different across buyer organizations and supplier organizations. These findings imply that there are theoretical and practical implications for international managers and policy-makers in Jordan. Limitations of the study are highlighted, and ways to overcome them, along with recommendations for further research, are suggested.



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## Appendices

### Appendix 3.1: Pilot study (buyers)



Dear Madam, Sir

I am a PhD scholar at University of Kent, Business School, in England. I am currently involved in a research project entitled “The Impact of National Culture and Trust on Building Long-Term Buyer-Supplier Relationship in the Middle East: The Case of Jordanian Manufacturing Sector”.

I would truly appreciate your cooperation in my research which will take the form of **participating** in the enclosed questionnaire and **provide me with the contact details of one of your main suppliers**. Your experience and knowledge are vital to this study and I believe that your recognition of the importance of this research will provide us with the information required.

The instructions for completing the questionnaire can be found on the questionnaire itself. The on-line survey will not take more than 30 minutes to complete and can be found on (here)

The deadline for completion the online survey is (DD/MM/YYYY)

Please be assured that the information and data you provide will remain secured and will only be used for scientific research purposes treated in total confidentiality. A copy of the research results will be provided upon request. If you have any enquiries, please feel free to contact me using my contact details below.

Thank you very much for your participation and co-operation.

Yours sincerely,

Noor Al-Ma’aitah  
University of Kent  
Canterbury, Kent  
CT2 7PE

Email: [na256@kent.ac.uk](mailto:na256@kent.ac.uk)

[nmaytah@yahoo.com](mailto:nmaytah@yahoo.com)

Phone No. (UK): +44 756 400 2469

Phone No. (JO): +962 795 645 612

**Q1: Section One: Company Profile**

Please tick the appropriate box below

For how many years have you been in the market?

- 0-5
- 6-11
- 12-17
- 18-23
- 24 and over

Q2 Which industry does your company belong to?

- Textile
- Leather and footwear
- Chemicals
- Plastic
- Furniture
- Food and drink
- Others, .....

Q3 What is the structure of the business?

- Family
- Corporation
- Cooperative
- Limited Liability Company

Q4 What is the number of employees?

- 1-300
- 301-600
- 601-900
- 901 and more

Q5 What is your market share (percentage)?

- 0%-10%
- 11%-20%
- 21%-30%
- 31%-40%
- 41%-50%
- 51% and more

Q6 How many suppliers are you dealing with?

- 0-10
- 11-21
- 22-32
- 33-43
- 44-54
- 55 and more

Q7 How many years have you been in a business relationship with Supplier A?

- 0-5
- 6-11
- 12-17
- 18 and more

Q8 Which method(s) do you use to hold discussions with your supplier?

- Phone
- Fax
- Email
- Face to face
- Others, .....

Q9 What are the key performance indicators that your company uses to evaluate your firm performance in terms of financial and non-financial performance?

- 1 ....
- 2 ...
- 3 ...
- 4 ...
- 5 ...

Q10 Where is the origin of the company?

- North America
- Europe
- The Middle East

Q11 Section Two: Middle East Cultural Values



The following set of statement is associated with Middle Eastern Cultural Values. These Values may affect your relationship with your supplier. Please keep in mind that your answer must be based on one of your suppliers.

Q11. Ta'arof (تعارف) is a social behaviour to communicate the organizational partner in order to get know them well.

No	Item	Strongly Disagree	Disagree	Neither Agree nor	Agree	Strongly Agree
1	I often interact with this supplier on a social basis outside of work					
2	This supplier and I are able to talk openly as friends					
3	This supplier frequently visits our company like visiting a good					
4	This supplier spends considerable time getting to know us					
5	This supplier has values similar to us					

Q12. Wasta (الواسطة) is who you know or networks; it refers to using one's connections and/or influence to get things done.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Disagree (5)
1	Wasta is important in business life as well as in personal life					
2	This supplier uses wasta in most of the interactions with us to save time					
3	We uses wasta to assist its organization goals					
4	Wasta affects our business deals with this supplier					
5	Wasta is important to get the supplier to agree to team with us					
6	Wasta increases our power over the supplier					
7	Family ties affect business relationships (e.g. which company wins a contract)					
8	The choice of supplier is influenced most of the time by wasta					

9	It is important for us to have wasta					
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Q13 Promise (وعد) is a commitment by one of the exchange parties to do or not do something.

No.	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	This supplier keeps promises that it makes to our firm					
2	Promises made by this supplier are reliable					
3	This supplier gives us promises more than actions					
4	promise is more important than contract					

Q14 Face (الوجه ماء حفظ) is a social value means 'Hifz (save) Ma'a (Water) wajh (face)' includes a level of respect between exchange parties in order to maintain a harmony in the relationship.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	We are concerned with maintaining harmony in our					
2	Maintaining humbleness to preserve the relationship is					
3	Helping to maintain the supplier's pride is important to us					
4	Maintaining peace in our interaction is important to us					
5	We try to be sensitive to our supplier self-worth					
6	We are concerned with helping the supplier's company to					
7	We resolve conflict in a fair way, rather than through the use of					

Q15 Fate (القدر) is the believe in Allah (God) that all deeds that occurred in the past, and will occur in the future, are prearranged.

No	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree not Disagree (3)	Agree (4)	Strongly Agree (5)

1	This supplier must work hard in order to have better results from supply chain relationships					
2	We and this supplier must work hard to maintain the business relationship, but the results are in God's hands					
3	This supplier needs not to work hard to maintain the business relationship, because the results are in God's hands					
4	This supplier needs to be lucky to build or maintain a business relationship					
5	Each person is primarily responsible for his/her success or failure in life					
6	Supplier's success or failure in building/maintaining a business relationship is a matter of destiny					

Q16 Shura (الشورى) is a consultation or group discussion between parties who will be affected by a decision.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Disagree
1	This supplier discuss everything with us					
2	This supplier consults us in everything					
3	This supplier decides on solutions collaborating with us					
4	This supplier seriously takes into account all spoken ideas in					
5	We inform this supplier in advance of changing needs					
6	This supplier share propriety information with us					
7	This supplier share business knowledge of core business					

Q17 Section Three: The mediator variable

Trust (الثقة) is the degree of honesty, fairness, benevolence and confidence of one partner in another exchange party.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	This supplier is sincere with us					
2	This supplier can be counted on to do what is right for us					
3	When making important decision, this supplier considers our welfare					
4	We trust this supplier keeps our best interests in mind					
5	This supplier is genuely concerned that we succeed					
6	We believe the information that this supplier provide us					
7	This supplier is trustworthy					

#### Q18 Section Four: The Independent Variable

Performance: the ongoing relationship depends on the outcomes of the relationship which measures by both financial and non-financial performance.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	Because of this relationship, annual sales have improved					
2	Because of this relationship, market share has improved in					
3	Because of this relationship, profits have improved in last					
4	This relationship brings us increased flexibility in					
5	This relationship brings us increased flexibility in					
6	This relationship brings us increased in respect of					
7	This relationship enhances our capability to obtain a					
8	This relationship improves our manufacturing process					
9	This relationship enables us to provide a higher quality of					
10	This relationship improves the overall competitive					
11	Overall, this supplier is very satisfied with our services					
12	Maintaining a long-term relationship with this supplier					

13	We believe that in the long run our relationship with this					
14	We focus on long-term goals in this relationship					
15	We expect this supplier to be working with us for a long					

Q19 Section Five:

could you please provide us with the details of one of your main suppliers

Your Company Name:-----

Supplier's Company Name:-----

Attention Name:-----

Email:-----

### Appendix 3.2: Pilot study (suppliers)



Dear Madam, Sir

I am a PhD scholar at University of Kent, Business School, in England. I am currently involved in a research project entitled “The Impact of National Culture and Trust on Building Long-Term Buyer-Supplier Relationship in the Middle East: The Case of Jordanian Manufacturing Sector”.

The **X Company** nominated you as a significant supplier for their company. I would truly appreciate your cooperation in my research which will take the form of participating in the enclosed questionnaire. Your experience and knowledge are vital to this study and I believe that your recognition of the importance of this research will provide us with the information required.

The instructions for completing the questionnaire can be found on the questionnaire itself. The on-line survey will not take more than 30 minutes to complete and can be found on here

The deadline for completion the online survey is (DD/MM/YYYY).

Please be assured that the information and data you provide will remain secured and will only be used for scientific research purposes treated in total confidentiality. A copy of the research results will be provided upon request. If you have any enquiries, please feel free to contact me using my contact details below.

Thank you very much for your participation and co-operation.

Yours sincerely,

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Phone No. (JO): +962 795 645 612

**Q1: Section One: Company Profile**

Please tick the appropriate box below

For how many years have you been in the market?

- 0-5
- 6-11
- 12-17
- 18-23
- 24 and over

Q2 Which industry does your company belong to?

- Textile
- Leather and footwear
- Chemicals
- Plastic
- Furniture
- Food and drink
- Others, .....

Q3 What is the structure of the business?

- Family
- Corporation
- Cooperative
- Limited Liability Company

Q4 What is the number of employees?

- 1-300
- 301-600
- 601-900
- 901 and more

Q5 What is your market share (percentage)?

- 0%-10%
- 11%-20%
- 21%-30%
- 31%-40%
- 41%-50%
- 51% and more

Q6 How many buyers are you dealing with?

- 0-10
- 11-21
- 22-32
- 33-43
- 44-54
- 55 and more

Q7 How many years have you been in a business relationship with buyer A?

- 0-5
- 6-11
- 12-17
- 18 and more

Q8 Which method(s) do you use to hold discussions with your buyer?

- Phone
- Fax
- Email
- Face to face
- Others, .....

Q9 What are the key performance indicators that your company uses to evaluate your firm performance in terms of financial and non-financial performance?

- 1 ....
- 2 ...
- 3 ...
- 4 ...
- 5 ...

Q10 Where is the origin of the company?

- North America
- Europe
- The Middle East

Q11 Section Two: Middle East Cultural Values

The following set of statements is associated with Middle Eastern Cultural Values. These Values may affect your relationship with your buyer.



Q11. Ta'arof (تعارف) is a social behaviour to communicate the organizational partner in order to get know them well.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Agree
1	I often interact with this buyer on a social basis outside of work					
2	This buyer and I are able to talk openly as friends					
3	This buyer frequently visits our company like visiting a good					
4	This buyer spends considerable time getting to know us					
5	This buyer has values similar to us					

Q12. Wasta (الواسطة) is who you know or networks; it refers to using one's connections and/or influence to get things done.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Disagree (5)
1	Wasta is important in business life as well as in personal life					
2	This buyer uses wasta in most of the interactions with us to save time					
3	We uses wasta to assist its organization goals					
4	Wasta affects our business deals with this buyer					
5	Wasta is important to get the buyer to agree to team with us					
6	Wasta increases our power over the buyer					
7	Family ties affect business relationships (e.g. which company wins a contract)					
8	The choice of buyer is influenced most of the time by wasta					
9	It is important for us to have wasta					

Q13 Promise (وعد) is a commitment by one of the exchange parties to do or not do something.

No.	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	This buyer keeps promises that it makes to our firm					
2	Promises made by this buyer are reliable					
3	This buyer gives us promises more than actions					
4	promise is more important than contract					

Q14 Face (الوجه ماء حفظ) is a social value means 'Hifz (save) Ma'a (Water) wajh (face)' includes a level of respect between exchange parties in order to maintain a harmony in the relationship.

No	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Agree (5)
1	We are concerned with maintaining harmony in our meetings with this buyer					
2	Maintaining humbleness to preserve the relationship is important to us					
3	Helping to maintain the buyer's pride is important to us					
4	Maintaining peace in our interaction is important to us					
5	We try to be sensitive to our buyer self-worth					
6	We are concerned with helping the buyer's company to maintain its credibility					
7	We resolve conflict in a fair way, rather than through the use of power over this buyer					

Q15 Fate (القدر) is the believe in Allah (God) that all deeds that occurred in the past, and will occur in the future, are prearranged.

No	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree not Disagree	Agree (4)	Strongly Agree (5)

1	This buyer must work hard in order to have better results from supply chain relationships					
2	We and this buyer must work hard to maintain the business relationship, but the results are in					
3	This buyer needs not to work hard to maintain the business relationship, because the results					
4	This buyer needs to be lucky to build or maintain a business relationship					
5	Each person is primarily responsible for his/her success or failure in life					
6	Buyer's success or failure in building/maintaining a business relationship is a matter of destiny					

Q16 Shura (الشورى) is a consultation or group discussion between parties who will be affected by a decision.

No	Item	Strongly Disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Disagree
1	This buyer discuss everything with us					
2	This buyer consults us in everything					
3	This buyer decides on solutions collaborating with us					
4	This buyer seriously takes into account all spoken ideas in order					
5	We inform this buyer in advance of changing needs					
6	This buyer share propriety information with us					
7	This buyer share business knowledge of core business					

Q17 Section Three: The moderator variable

Trust (الثقة) is the degree of honesty, fairness, benevolence and confidence of one partner in another exchange party.

No	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Agree (5)

1	This buyer is sincere with us					
2	This buyer can be counted on to do what is right for us					
3	When making important decision, this buyer considers our welfare as well as his own					
4	We trust this buyer keeps our best interests in mind					
5	This buyer is genuiely concerned that we succeed					
6	We believe the information that this buyer provide us					
7	This buyer is trustworthy					

#### Q18 Section Four: The Independent Variable

Performance: the ongoing relationship depends on the outcomes of the relationship which measures by both financial and non-financial performance.

No	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree	Agree (4)	Strongly Agree (5)
1	Because of this relationship, annual sales have improved in last years					
2	Because of this relationship, market share has improved in last years					
3	Because of this relationship, profits have improved in last years					
4	This relationship brings us increased flexibility in respect of volume change					
5	This relationship brings us increased flexibility in respect of product variety					
6	This relationship brings us increased in respect of product delivery					
7	This relationship enhances our capability to obtain a critical technology					

8	This relationship improves our manufacturing process					
9	This relationship enables us to provide a higher quality of the product and service					
10	This relationship improves the overall competitive position of our firm					
11	Overall, this buyer is very satisfied with our services					
12	Maintaining a long-term relationship with this buyer is important to us					
13	We believe that in the long run our relationship with this buyer will be profitable					
14	We focus on long-term goals in this relationship					
15	We expect this buyer to be working with us for a long time					

### Appendix 3.3 Pilot Study- buyer (Arabic)



سيدتي، سيدي  
أنا باحثة دكتوراه في جامعة كنت، كلية إدارة الأعمال، في المملكة المتحدة. أشارك حالياً في بحث علمي بعنوان "تأثير الثقافة الوطنية وبناء الثقة على بناء علاقات طويلة المدى بين المشتري والمورد في الشرق الأوسط: حالة قطاع الصناعات التحويلية الأردنية".

وسأكون ممتنة لتعاونكم في هذا البحث والذي سوف يتخذ شكل  
1- المشاركة في هذه الاستبانة المتوفرة على الرابط الإلكتروني [هنا](#)  
2- توفير بيانات الاتصال الخاصة بواحد من الموردين الرئيسيين بتوريد المواد الأساسية لعملية الإنتاج

خبرتكم ومعرفتكم تعتبر أمر مهم وحيوي لهذه الدراسة، وأعتقد أن تقديركم لأهمية هذا البحث سوف يوفر لنا المعلومات المطلوبة.

يمكن العثور على تعليمات اللازمة لإكمال الاستبيان داخل الاستبيان نفسه، مع العلم ان الوقت اللازم لإنهاء الاستبانة لن يستغرق أكثر من 30 دقيقة، والموعد النهائي لإعادة الاستبانة هو 2012/((--)/((--))

يرجى التأكد من أن المعلومات والبيانات التي ستقدمها لنا ستستخدم فقط لأغراض البحث العلمي و ستعامل بسرية تامة. وسيتم توفير نسخة من نتائج البحث عند الطلب. إذا كان لديك أية استفسارات، لا تتردد في التواصل مع الباحث حسب معلومات الاتصال أدناه.

نشكر لكم مشاركتكم وتعاونكم

تفضلوا بقبول فائق الاحترام،

نور المعاينة

جامعة كنت

المملكة المتحدة

كانتربري، كنت

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القسم الأول: نبذة عن الشركة

يرجى وضع علامة في الخانة المناسبة أدناه

منذ كم سنة وأنت في السوق؟

○ صفر-5

○ 6-11

○ 12-17

○ 18-23

○ 24 وأكثر

ما هي الصناعة التي تنتمي إليها الشركة؟

○ الصناعات النسيجية

○ الصناعات الجلدية و الاحذية

○ الصناعات الكيماوية

○ الصناعات البلاستيكية

○ الصناعات الخشبية والأثاث

○ الصناعات الغذائية

○ غير ذلك.....

ما هي الصيغة التسجيلية للشركة؟

○ مؤسسة افراد

○ شركة عامة

○ شركة محدودة

○ شركة محدودة المسؤولية

○ محدودة المسؤولية المحدودة الشراكة

○ شركة ذات مسؤولية محدودة

كم عدد الموظفين في الشركة؟

○ 1-300

○ 301-600

○ 601-900

○ 901 و أكثر

كم نسبة الحصة السوقية للشركة؟

○ صفر-10%

○ 11%-20%

○ 21%-30%

○ 31%-40%

○ 41%-50%

○ 51% و أكثر

كم عدد الموردين الرئيسيين الذين تتعامل معهم الشركة؟

- 10- صفر
- 11-21
- 22-32
- 33-43
- 44-54
- 55 وأكثر

اعتبارا من هذا السؤال اجاباتك يجب ان تعتمد على اسم مورد رئيسي واحد(أ). كم سنة وأنت تتعامل مع المورد؟ أ

- 5- صفر
- 6-11
- 12-17
- 18 وأكثر

ما هي الطريقة (الطرق) التي تستخدمها الشركة للتعامل مع المورد الخاص بك؟

- الهاتف
- الفاكس
- البريد الالكتروني
- المقابلات الشخصية
- غير ذلك,.....

ماهي مؤشرات الأداء الأساسية التي تستخدمها شركتك لتقييم الأداء المالي وغير المالي لها؟

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ما هو اصل الشركة؟

- شمال اميركا
- اوروبا
- الشرق الاوسط
- اسيا
- غير ذلك.....

القسم الثاني: القيم الثقافية في الشرق الاوسط

يتعلق هذا الجزء بالقيم الثقافية في الشرق الأوسط اذ ان هذه القيم تؤثر على علاقتك مع المورد. راجيا الاخذ بعين الاعتبار بان اجاباتك يجب ان تعتمد على تعاملك مع مورد رئيسي واحد.



11- التعرف هو نشاط اجتماعي للتواصل مع الشريك للتعرف بينهم اكثر

الرقم	البند	غير موافق بشدة (1)	غير موافق	محايد (3)	موافق (4)	موافق بشدة
1	غالبا ما تعامل مع المورد على اساس اجتماعي خارج العمل					
2	انا والمورد قادرين على ان نتكلم بصراحة و عفوية كأصدقاء					
3	هذا المورد يزور شركتنا باستمرار كزيارات الاصدقاء					
4	هذا المورد تطلب وقتا كافيا ليتم التعرف بيننا					
5	يمتلك هذا المورد نفس قيمنا					
<b>12 الواسطة شخص أو شبكة، تشير الى استخدام اتصالات المرء وتأثيره من اجل انجاز الامور</b>						
1	تعتبر الواسطة مهمة في الحياة العملية كم عي في الحياة الشخصية					
2	هذا المورد يستخدم الواسطة في معظم تعاملاته معنا					
3	نستخدم الواسطة مع المورد لتحقيق اهداف الشركة					
4	تؤثر الواسطة على الصفقات التجارية لينا في الشركة					
5	تعتبر الواسطة عامل مهم لجعل المورد يوافق للتعامل معنا					
6	الواسطة تزيد من قوة مركز الشركة مع المورد مقارنة مع غيرنا من الشركات					
7	الروابط العائلية تؤثر على علاقات العمل (على سبيل المثال الشركة التي ستفوز بعقد مع الشركة)					
8	اختيار المورد يتأثر معظم الوقت بالواسطة					
9	من المهم ان تمتلك الشركة واسطة					
<b>13- الوعد هو التزام جانب واحد من الطرفين بالقيام أو عدم القيام بشئ ما</b>						
1	هذا المورد يحتفظ بوعدوه					
2	الوعد التي يقطعها هذا المورد ذات مصداقية					

					3 هذا المورد يعطي وعودا اكثر من الافعال
					4 يعتبر الوعد (الكلمة) اكثر اهمية من العقد
<b>14- حفظ ماء الوجه هي قيمة تتضمن مستوى الاحترام بين الاطراف المتبادلة من أجل الحفاظ على الانسجام</b>					
					1 اننا نهتم بالحفاظ على الانسجام مع المورد في اجتماعاتنا
					2 من المهم الحفاظ على التواصل من اجل الحفاظ على علاقة مع المورد
					3 المحافظة على اعتزاز المورد بنفسه مهم بالنسبة لنا
					4 من المهم لنا الحفاظ على الاتزان والسلام في تعاملاتنا مع المورد
					5 من المهم لنا ان نأخذ مكانة المورد بعين الاعتبار
					6 من المهم ان نساعد المورد للحفاظ على مصداقيته
					7 نحل مشاكلنا مع المورد بطريقة عادلة بعيدا عن استخدام قوتنا كمشتري
<b>15- القدر هو الايمان بالله، وأن جميع الأفعال التي وقعت بالماضي وسوف تحدث بالمستقبل بارادته</b>					
					25 هذا المورد يجب ان يعمل بجد من اجل الحصول على افضل النتائج من علاقته معنا
					26 يجب علينا و على المورد العمل بجد للحفاظ على العلاقات لكن النتائج النهائية بيد الله
					27 هذا المورد غير مضطر للعمل بجد لان النتائج النهائية بيد الله
					28 هذا المورد يجب ان يكون محظوظا ليبيني او ليحافظ على علاقات تجارية
					29 كل شخص هو مسؤول الاول عن النجاح/الفشل في الحياة
					30 نجاح او فشل المورد في بناء او الحفاظ على علاقات العمل مسألة قضاء و قدر
<b>16- الشورى هي التشاور أو مجموعة نقاش بين الأطراف التي سوف تتأثر باتخاذ القرار</b>					
					31 هذا المورد يناقش كل شيء معنا
					32 هذا المورد يستشيرنا في كل شيء

33	هذا المورد يقرر الطول بالتعاون معنا				
34	هذا المورد يأخذ جميع الافكار التي نتحدث فيها من اجل التوصل الى قرارات لتحسين هذه العلاقة				
35	نخير هذا المورد مسبقا باحتياجاتنا المتغيرة				
36	هذا المورد يتبادل المعلومات المناسبة معنا				
37	هذا المورد يشاركنا معرفته وخبرته في جوهر العمليات الاساسية				

**القسم الثالث: الثقة هي درجة الصدق، الاحسان، النزاهة، والثقة من شريك واحد للطرف الاخر المتبادل**

الرقم	البند	غير موافق بشدة (1)	غير موافق	محايد (3)	موافق (4)	موافق بشدة (5)
1	هذا المورد صادق معنا					
2	من الممكن الاعتماد على هذا المورد في فعل ما هو الافضل لنا					
3	يعتبر هذا المورد الشركة كأنها ملكة عند اتخاذ القرارات المهمة					
4	نحن على ثقة بان هذا المورد يضع مصالحنا في عين الاعتبار					
5	هذا المورد يشعر بصدق بأننا سننجح					
6	نحن نصدق ونؤمن بالمعلومات التي يزودنا فيها هذا المورد					
7	هذا المورد يستحق الثقة					

**القسم الرابع: تعتمد العلاقة المستمرة على نتائج العلاقة والتي تقيس مستوى الاداء المادي وغير المادي**

الرقم	البند	غير موافق بشدة (1)	غير موافق	محايد (3)	موافق (4)	موافق بشدة (5)
1	بسبب هذه العلاقة فان مبيعاتنا السنوية قد زادت في السنوات الاخيرة					
2	بسبب هذه العلاقة فان الحصة السوقية قد زادت بالسنوات الاخيرة					
3	بسبب هذه العلاقة فان ارباحنا قد زادت بالسنوات الاخيرة					
4	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتغيير حجم الانتاج					
5	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتنوع المنتجات					
6	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتسليم المنتجات					

					7	عززت هذه العلاقة قدرتنا على الحصول على التكنولوجيا المهمة والحيوية للإنتاج
					8	عملت هذه العلاقة على تحسين عملية الإنتاج لدينا
					9	هذه العلاقة مكنتنا من تقديم افضل المنتجات والخدمات
					10	هذه العلاقة عززت من اجمالي المركز التنافسي لدينا
					11	في العموم, انا مقتنع جدا في الخدمات التي يقدمها هذا المورد
					12	من المهم لنا ان نحافظ على علاقات طويلة المدى مع هذا المورد
					13	نحن على يقين بان علاقتنا مع هذا المورد ستكون مربحة على المدى الطويل
					14	نحن نركز على اهداف طويلة الاجل في علاقتنا مع المورد
					15	من المتوقع ان يعمل معنا هذا المورد لفترة طويلة

القسم الخامس: يهدف هذا القسم إلى تعزيز فهمنا للعلاقات التجارية و علاقات الاعمال في الشرق الأوسط ، وتحسين معرفتنا من وجهة نظر المورد

- نرجو من حضرتكم تزويدنا في تفاصيل الاتصال بواحد من الموردين الاساسيين لشركتكم لتعزيز البحث بوجهة نظرهم, مع العلم ان هذه المعلومات ستستخدم فقط لأغراض البحث العلمي

اسم شركتكم:.....

اسم شركة المورد:.....

اسم الشخص المسؤول:.....

البريد الالكتروني للمورد:.....

نشكر لكم تعاونكم

### Appendix 3.4: Pilot Study-supplier (Arabic)



سيدتي، سيدي  
أنا باحثة دكتوراه في جامعة كنت، كلية إدارة الأعمال، في المملكة المتحدة. أشارك حالياً في بحث علمي بعنوان "تأثير الثقافة الوطنية وبناء الثقة على بناء علاقات طويلة المدى بين المشتري والمورد في الشرق الأوسط: حالة قطاع الصناعات التحويلية الأردنية".

شركة----- رشحوا شركتكم كمورد رئيسي لديهم  
وسأكون ممتنة لتعاونكم في هذا البحث والذي سوف يتخذ شكل المشاركة في هذه الاستبانة المتوفرة على الرابط الإلكتروني [هنا](#)

خبرتكم ومعرفتكم تعتبر أمر مهم وحيوي لهذه الدراسة، وأعتقد أن تقديركم لأهمية هذا البحث سوف يوفر لنا المعلومات المطلوبة.

يمكن العثور على تعليمات اللازمة لإكمال الاستبيان داخل الاستبيان نفسه، مع العلم ان الوقت اللازم لإنهاء الاستبانة لن يستغرق أكثر من 30 دقيقة، والموعد النهائي لإعادة الاستبانة هو 2012/((--)/((--))

يرجى التأكد من أن المعلومات والبيانات التي ستقدمها لنا ستستخدم فقط لأغراض البحث العلمي و ستعامل بسرية تامة. وسيتم توفير نسخة من نتائج البحث عند الطلب. إذا كان لديك أية استفسارات، لا تتردد في التواصل مع الباحث حسب معلومات الاتصال أدناه.

نشكر لكم مشاركتكم وتعاونكم

تفضلوا بقبول فائق الاحترام،

نور المعاينة

جامعة كنت

المملكة المتحدة

كانتربري، كنت

البريد الإلكتروني: [na256@kent.ac.uk](mailto:na256@kent.ac.uk)

[nmaytah@yahoo.com](mailto:nmaytah@yahoo.com)

رقم الهاتف(المملكة المتحدة): +44 756 400 2469

رقم الهاتف (الأردن): +962 799 645 612

القسم الأول: نبذة عن الشركة

يرجى وضع علامة في الخانة المناسبة أدناه

منذ كم سنة وأنت في السوق؟

○ صفر-5

○ 6-11

○ 12-17

○ 18-23

○ 24 وأكثر

ما هي الصناعة التي تنتمي إليها الشركة؟

○ الصناعات النسيجية

○ الصناعات الجلدية و الاحذية

○ الصناعات الكيماوية

○ الصناعات البلاستيكية

○ الصناعات الخشبية والأثاث

○ الصناعات الغذائية

○ غير ذلك.....

ما هي الصيغة التسجيلية للشركة؟

○ مؤسسة افراد

○ شركة عامة

○ شركة محدودة

○ شركة محدودة المسؤولية

○ محدودة المسؤولية المحدودة الشراكة

○ شركة ذات مسؤولية محدودة

كم عدد الموظفين في الشركة؟

○ 1-300

○ 301-600

○ 601-900

○ 901 و أكثر

كم نسبة الحصة السوقية للشركة؟

○ صفر-10%

○ 11%-20%

○ 21%-30%

○ 31%-40%

○ 41%-50%

○ 51% و أكثر

كم عدد المشتريين الرئيسيين الذين تتعامل معهم الشركة؟

- 10- صفر  
 11-21  
 22-32  
 33-43  
 44-54  
 55 وأكثر

اعتبارا من هذا السؤال اجاباتك يجب ان تعتمد على اسم المشتري (أ). كم سنة وأنت تتعامل مع المشتري ا ؟

- 5- صفر  
 6-11  
 12-17  
 18 وأكثر

ما هي الطريقة (الطرق) التي تستخدمها الشركة للتعامل مع المشتري الخاص بك؟

- الهاتف  
 الفاكس  
 البريد الالكتروني  
 المقابلات الشخصية  
 غير ذلك,.....

ماهي مؤشرات الأداء الأساسية التي تستخدمها شركتك لتقييم الأداء المالي وغير المالي لها؟

- -----  
 -----  
 -----  
 -----

ما هو اصل الشركة؟

- شمال اميركا  
 اوروبا  
 الشرق الاوسط  
 اسيا  
 غير ذلك,.....

القسم الثاني: القيم الثقافية في الشرق الاوسط

يتعلق هذا الجزء بالقيم الثقافية في الشرق الأوسط اذ ان هذه القيم تؤثر على علاقتك مع المشتري . راجيا الاخذ بعين الاعتبار بان اجاباتك يجب ان تعتمد على تعاملك مع المشتري ا.

## 11- التعرف هو نشاط اجتماعي للتواصل مع الشريك للتعرف بينهم اكثر

الرقم	البند	غير موافق بشدة (1)	غير موافق	محايد (3)	موافق (4)	موافق بشدة (5)
1	غالبا ما اتعامل مع المشتري على اساس اجتماعي خارج العمل					
2	انا و المشتري قادرين على ان نتكلم بصراحة و عفوية كأصدقاء					
3	هذا المشتري يزور شركتنا باستمرار كزيارات الاصدقاء					
4	هذا المشتري تطلب وقتا كافيا ليتم التعرف بيننا					
5	يمتلك هذا المشتري نفس قيمنا					

## 12 الوساطة شخص أو شبكة، تشير الى استخدام اتصالات المرء وتأثيره من اجل انجاز الامور

1	تعتبر الوساطة مهمة في الحياة العملية كم عي في الحياة الشخصية					
2	هذا المشتري يستخدم الوساطة في معظم تعاملاته معنا					
3	نستخدم الوساطة مع المشتري لتحقيق اهداف الشركة					
4	تؤثر الوساطة على الصفقات التجارية لنا في الشركة					
5	تعتبر الوساطة عامل مهم لجعل المشتري يوافق للتعامل معنا					
6	الوساطة تزيد من قوة مركز الشركة مع المشتري مقارنة مع غيرنا من الشركات					
7	الروابط العائلية تؤثر على علاقات العمل (على سبيل المثال الشركة التي ستفوز بعقد مع الشركة)					
8	اختيار المشتري يتأثر معظم الوقت بالوساطة					
9	من المهم ان تمتلك الشركة واسطة					

## 13- الوعد هو التزام جانب واحد من الطرفين بالقيام بشئ ما

1	هذا المشتري يحتفظ بوعوده					
2	الوعد التي يقطعها هذا المشتري ذات مصداقية					
3	هذا المشتري يعطي وعودا اكثر من الافعال					
4	يعتبر الوعد (الكلمة) اكثر اهمية من العقد					

## 14- حفظ ماء الوجه هي قيمة تتضمن مستوى الاحترام بين الاطراف المتبادلة من أجل الحفاظ على الانسجام

1	اننا نهتم بالحفاظ على الانسجام مع المشتري في اجتماعاتنا					
2	من المهم الحفاظ على التواضع من اجل الحفاظ على علاقة مع					



					المشتري	
					3 المحافظة على اعتزاز المشتري بنفسه مهم بالنسبة لنا	
					4 من المهم لنا الحفاظ على الاتزان والسلام في تعاملاتنا مع المشتري	
					5 من المهم لنا ان نأخذ مكانة المشتري بعين الاعتبار	
					6 من المهم ان نساعد المشتري للحفاظ على مصداقيته	
					7 نحل مشاكلنا مع المشتري بطريقة عادلة بعيدا عن استخدام قوتنا كمورد	
<b>15- القدر هو الايمان بالله، وأن جميع الافعال التي وقعت بالماضي وسوف تحدث بالمستقبل بارادته</b>						
					25 هذا المشتري يجب ان يعمل بجد من اجل الحصول على افضل النتائج من علاقته معنا	
					26 يجب علينا و على المشتري العمل بجد للحفاظ على العلاقات لكن النتائج النهائية بيد الله	
					27 هذا المشتري غير مضطر للعمل بجد لان النتائج النهائية بيد الله	
					28 هذا المشتري يجب ان يكون محظوظا ليبيني او ليحافظ على علاقات تجارية	
					29 كل شخص هو مسؤول الاول عن النجاح/الفشل في الحياة	
					30 نجاح او فشل المشتري في بناء او الحفاظ على علاقات العمل مسالة قضاء و قدر	
<b>16- الشورى هي التشاور أو مجموعة نقاش بين الأطراف التي سوف تتأثر باتخاذ القرار</b>						
					31 هذا المشتري يناقش كل شيء معنا	
					32 هذا المشتري يستشيرنا في كل شيء	
					33 هذا المشتري يقرر الحلول بالتعاون معنا	
					34 هذا المشتري يأخذ جميع الافكار التي نتحدث فيها من اجل التوصل الى قرارات لتحسين هذه العلاقة	
					35 نخبر هذا المشتري مسبقا باحتياجاتنا المتغيرة	
					36 هذا المشتري يتبادل المعلومات المناسبة معنا	
					37 هذا المشتري يشاركنا معرفته وخبرته في جوهر العمليات الاساسية	

القسم الثالث: الثقة هي درجة الصدق، الاحسان، النزاهة، والثقة من شريك واحد للطرف الاخر المتبادل

الرقم	البند	غير موافق بشدة (1)	غير موافق	محايد (3)	موافق (4)	موافق بشدة (5)
1	هذا المشتري صادق معنا					
2	من الممكن الاعتماد على هذا المشتري في فعل ما هو الافضل لنا					
3	يعتبر هذا المشتري الشركة كأنها ملكة عند اتخاذ القرارات المهمة					
4	نحن على ثقة بان هذا المشتري يضع مصالحنا في عين الاعتبار					
5	هذا المشتري يشعر بصدق بأننا سننجح					
6	نحن نصدق ونؤمن بالمعلومات التي يزودنا فيها هذا المشتري					
7	هذا المشتري يستحق الثقة					

القسم الرابع: تعتمد العلاقة المستمرة على نتائج العلاقة والتي تقيس مستوى الاداء المادي وغير المادي

الرقم	البند	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	بسبب هذه العلاقة فان مبيعاتنا السنوية قد زادت في السنوات الاخيرة					
2	بسبب هذه العلاقة فان الحصة السوقية قد زادت بالسنوات الاخيرة					
3	بسبب هذه العلاقة فان ارباحنا قد زادت بالسنوات الاخيرة					
4	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتغيير حجم الانتاج					
5	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتنوع المنتجات					
6	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتسليم المنتجات					
7	عززت هذه العلاقة قدرتنا على الحصول على التكنولوجيا المهمة والحيوية للإنتاج					
8	عملت هذه العلاقة على تحسين عملية الانتاج لدينا					
9	هذه العلاقة مكنتنا من تقديم افضل المنتجات والخدمات					
10	هذه العلاقة عززت من اجمالي المركز التنافسي لدينا					
11	في العموم، انا مقتنع جدا في الخدمات التي يقدمها هذا المشتري					
12	من المهم لنا ان نحافظ على علاقات طويلة المدى مع هذا					

					المشترى	
					نحن على يقين بان علاقتنا مع هذا المشتري ستكون مربحة على المدى الطويل	13
					نحن نركز على اهداف طويلة الاجل في علاقتنا مع المشتري	14
					من المتوقع ان يعمل معنا هذا المشتري لفترة طويلة	15

نشكر لكم تعاونكم

### Appendix 3.5: main research survey (buyer)



Dear Madam, Sir

I am a PhD scholar at University of Kent, Business School, in England. I am currently involved in a research project entitled “The Impact of National Culture and Trust on Building Long-Term Buyer-Supplier Relationship in the Middle East: The Case of Jordanian Manufacturing Sector”.

I would truly appreciate your cooperation in my research which will take the form of

- 1- Participating in the enclosed questionnaire
- 2- Providing the contact details of one of your main suppliers.

Your experience and knowledge are vital to this study and I believe that your recognition of the importance of this research will provide us with the information required.

The instructions for completing the questionnaire can be found on the questionnaire itself. The survey will not take more than 30 minutes to complete.

The deadline for completion the survey is **DD/MM/2013**

Please be assured that the information and data you provide will remain secured and will only be used for scientific research purposes treated in total confidentiality. A copy of the research results will be provided upon request. If you have any enquiries, please feel free to contact me using my contact details below.

Thank you very much for your participation and co-operation.

Yours sincerely,

Noor Al-Ma'aitah  
University of Kent  
Canterbury, Kent  
CT2 7PE

Email: [na256@kent.ac.uk](mailto:na256@kent.ac.uk)

[nmaytah@yahoo.com](mailto:nmaytah@yahoo.com)

Phone No. (UK): +44 756 400 2469

Phone No. (JO): +962 799 645 612

### **Section One: Company Profile**

Please tick the appropriate box below

Q1 For how many years have you been in the market?

- 0-5
- 6-11
- 12-17
- 18-23
- 24 and over

Q2 Which industry does your company belong to?

- Textile
- Leather and footwear
- Chemicals
- Plastic
- Furniture
- Food and drink
- Others

Q3 What is the structure of the business?

- Sole Proprietorship
- General Partnership
- Limited Partnership
- Limited Liability Partnership (LLP)
- Limited Liability Limited Partnership (LLLLP)
- Limited Liability Company (LLC)

Q4 What is the number of employees?

- 1-300
- 301-600
- 601-900
- 901 and more

Q5 What is your market share (percentage)?

- 0%-10%
- 11%-20%
- 21%-30%
- 31%-40%
- 41%-50%
- 51% and more

Q6 How many suppliers are you dealing with?

- 0-10
- 11-21
- 22-32
- 33-43
- 44-54
- 55 and more

Q7 Keep in your mind one main/key supplier to respond to this survey. How many years have you been in a business relationship with Supplier A?

- 0-5
- 6-11
- 12-17
- 18 and more

Q8 Which method(s) do you use to hold discussions with your supplier?

- Phone
- Fax
- Email
- Face to face
- Others, .....

Q9 Where is the origin of the company?

- North America
- Europe
- The Middle East
- Asia
- Others, .....

**Section Two: Middle East Cultural Values**

The following set of statements is associated with Middle Eastern Cultural Values. These Values may affect your relationship with your supplier. Please keep in mind that your answer must be based on one of your suppliers.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1	I often interact with this supplier on a social basis outside of work.					
2	This supplier and I are able to talk					

	openly as friends.					
3	This supplier frequently visits our company like visiting a good friend.					
4	This supplier spends considerable time getting to know us.					
5	Wasta is important in business life as well as in personal life					
6	This supplier uses wasta in most of the interactions with us to save time					
7	We use wasta to assist its					
8	Wasta affects our business deals with this supplier					
9	Wasta is important to get the supplier to agree to team with us					
10	Wasta increases our power over the supplier					
11	Family ties affect business relationships (e.g. which company wins a contract)					
12	The choice of supplier is influenced most of the time by wasta					
13	It is important for us to have wasta					
14	This supplier keeps promises that it makes to our firm					
15	Promises made by this supplier are reliable					
16	This supplier gives us promises more than actions					
17	Promise is more important than contract					
18	We are concerned with maintaining harmony in our meetings with this supplier					
19	Maintaining humbleness to preserve the relationship is important to us					

20	Helping to maintain the supplier's pride is important to us					
21	Maintaining peace in our interaction is important to us					
22	We try to be sensitive to our supplier self-worth					
23	We are concerned with helping the supplier's company to maintain its credibility					
24	We resolve conflict in a fair way, rather than through the use of power over this supplier					
25	This supplier must work hard in order to have better results from supply chain relationships					
26	We and this supplier must work hard to maintain the business relationship, but the results are in God's hands					
27	This supplier needs not to work hard to maintain the business relationship, because the results are in God's hands					
28	This supplier needs to be lucky to build or maintain a business relationship					
29	Each person is primarily responsible for his/her success or failure in life					
30	Supplier's success or failure in building/maintaining a business relationship is a matter of destiny					
31	This supplier discusses everything with us					
32	This supplier consults us in everything					
33	This supplier decides on solutions collaborating with us					
34	This supplier seriously takes into account all spoken ideas in order to reach a better decision to improve this relationship					



35	We inform this supplier in advance of changing needs					
36	This supplier shares propriety information with us					
37	This supplier shares business knowledge of core business process with us					

**Section Three: This sections aims to explore the role of trust on improve the business relationships between exchange parties beside the Middle Eastern Cultural values**

No.	Item	Strongly disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	This supplier is sincere with us					
2	This supplier can be counted on to do what is right for us					
3	When making important decisions, this supplier considers our welfare as					
4	We trust this supplier keeps our best interests in mind					
5	This supplier is genuinely concerned that we succeed					
6	We believe the information that this supplier provide us with					
7	This supplier is trustworthy					

**Section Four: This section aims to explore if the decision of keeping an ongoing relationship with the partner depends on the outcomes of the relationship.**

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1	Because of this relationship, annual sales have improved in last years					
2	Because of this relationship, market share has improved in last years					
3	Because of this relationship, profits have improved in last years					
4	This relationship brings us increased flexibility in respect of volume change					
5	This relationship brings us increased flexibility in respect of product					

	variety					
6	This relationship brings us increased in respect of product delivery					
7	This relationship enhances our capability to obtain a critical technology					
8	This relationship improves our manufacturing process					
9	This relationship enables us to provide a higher quality of the product and service					
10	This relationship improves the overall competitive position of our firm					
11	Overall, this supplier is very satisfied with our services					
12	Maintaining a long-term relationship with this supplier is important to us					
13	We believe that in the long run our relationship with this supplier will be profitable					
14	We focus on long-term goals in this relationship					
15	We expect this supplier to be working with us for a long time					

### Appendix 3.6: main research survey (supplier)



Dear Madam, Sir

I am a PhD scholar at University of Kent, Business School, in England. I am currently involved in a research project entitled “The Impact of National Culture and Trust on Building Long-Term Buyer-Supplier Relationship in the Middle East: The Case of Jordanian Manufacturing Sector”.

The **X Company** nominated you as a significant supplier for their company. I would truly appreciate your cooperation in my research which will take the form of participating in the enclosed questionnaire. Your experience and knowledge are vital to this study and I believe that your recognition of the importance of this research will provide us with the information required.

The instructions for completing the questionnaire can be found on the questionnaire itself. The on-line survey will not take more than 30 minutes to complete

The deadline for completion the online survey is (DD/MM/YYYY).

Please be assured that the information and data you provide will remain secured and will only be used for scientific research purposes treated in total confidentiality. A copy of the research results will be provided upon request. If you have any enquiries, please feel free to contact me using my contact details below.

Thank you very much for your participation and co-operation.

Yours sincerely,

Noor Al-Ma’aitah  
University of Kent  
Canterbury, Kent  
CT2 7PE

Email: [na256@kent.ac.uk](mailto:na256@kent.ac.uk)

[nmaytah@yahoo.com](mailto:nmaytah@yahoo.com)

Phone No. (UK): +44 756 400 2469

Phone No. (JO): +962 795 645 612

### **Section One: Company Profile**

Please tick the appropriate box below

Q1 For how many years have you been in the market?

- 0-5
- 6-11
- 12-17
- 18-23
- 24 and over

Q2 Which industry does your company belong to?

- Textile
- Leather and footwear
- Chemicals
- Plastic
- Furniture
- Food and drink
- Others

Q3 What is the structure of the business?

- Family
- Corporation
- Cooperative
- Limited Liability Company

Q4 What is the number of employees?

- 1-300
- 301-600
- 601-900
- 901 and more

Q5 What is your market share (percentage)?

- 0%-10%
- 11%-20%
- 21%-30%
- 31%-40%
- 41%-50%
- 51% and more

Q6 How many buyers are you dealing with?

- 0-10
- 11-21
- 22-32
- 33-43
- 44-54
- 55 and more

Q7 How many years have you been in a business relationship with buyer A?

- 0-5
- 6-11
- 12-17
- 18 and more

Q8 Which method(s) do you use to hold discussions with your buyer?

- Phone
- Fax
- Email
- Face to face
- Others, .....

Q9 Where is the origin of the company?

- North America
- Europe
- The Middle East

**Section Two: Middle East Cultural Values**

The following set of statements is associated with Middle Eastern Cultural Values. These Values may affect your relationship with your buyer.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1	I often interact with this buyer on a social basis outside of work.					
2	This buyer and I are able to talk openly as friends.					
3	This buyer frequently visits our company like visiting a good friend.					
4	This buyer spends considerable time					

	getting to know us.					
5	This buyer has values similar to us					
6	Wasta is important in business life as well as in personal life					
7	This buyer uses wasta in most of the interactions with us to save time					
8	We use wasta to assist its					
9	Wasta affects our business deals with this buyer					
10	Wasta is important to get the buyer to agree to team with us					
11	Wasta increases our power over the buyer					
12	Family ties affect business relationships (e.g. which company wins a contract)					
13	The choice of buyer is influenced most of the time by wasta					
14	It is important for us to have wasta					
15	This buyer keeps promises that it makes to our firm					
16	Promises made by this buyer are reliable					
17	This buyer gives us promises more than actions					
18	Promise is more important than contract					
19	We are concerned with maintaining harmony in our meetings with this buyer					
20	Maintaining humbleness to preserve the relationship is important to us					
21	Helping to maintain the buyer's pride is important to us					
22	Maintaining peace in our interaction					

	is important to us					
23	We try to be sensitive to our buyer self-worth					
24	We are concerned with helping the buyer's company to maintain its credibility					
25	We resolve conflict in a fair way, rather than through the use of power over this buyer					
26	This buyer must work hard in order to have better results from supply chain relationships					
27	We and this buyer must work hard to maintain the business relationship, but the results are in God's hands					
28	This buyer needs not to work hard to maintain the business relationship, because the results are in God's hands					
29	This buyer needs to be lucky to build or maintain a business relationship					
30	Each person is primarily responsible for his/her success or failure in life					
31	Buyer's success or failure in building/maintaining a business relationship is a matter of destiny					
32	This buyer discusses everything with us					
33	This buyer consults us in everything					
34	This buyer decides on solutions collaborating with us					
35	This buyer seriously takes into account all spoken ideas in order to reach a better decision to improve this relationship					
36	We inform this buyer in advance of changing needs					
37	This buyer shares propriety information with us					

38	This buyer shares business knowledge of core business process with us					
----	---	--	--	--	--	--

**Section Three: This sections aims to explore the role of trust on improve the business relationships between exchange parties beside the Middle Eastern Cultural values**

No.	Item	Strongly disagree	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
1	This buyer is sincere with us					
2	This buyer can be counted on to do what is right for us					
3	When making important decisions, this buyer considers our welfare as					
4	We trust this buyer keeps our best interests in mind					
5	This buyer is genuinely concerned that we succeed					
6	We believe the information that this buyer provide us with					
7	This buyer is trustworthy					

**Section Four: This section aims to explore if the decision of keeping an ongoing relationship with the partner depends on the outcomes of the relationship.**

No.	Item	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1	Because of this relationship, annual sales have improved in last years					
2	Because of this relationship, market share has improved in last years					
3	Because of this relationship, profits have improved in last years					
4	This relationship brings us increased flexibility in respect of volume change					
5	This relationship brings us increased flexibility in respect of product variety					
6	This relationship brings us increased in respect of product delivery					
7	This relationship enhances our capability to obtain a critical					



	technology					
8	This relationship improves our manufacturing process					
9	This relationship enables us to provide a higher quality of the product and service					
10	This relationship improves the overall competitive position of our firm					
11	Overall, this buyer is very satisfied with our services					
12	Maintaining a long-term relationship with this buyer is important to us					
13	We believe that in the long run our relationship with this buyer will be profitable					
14	We focus on long-term goals in this relationship					
15	We expect this buyer to be working with us for a long time					

**Thank You**

### Appendix 3.7: main research survey-buyer (Arabic)



سيدتي، سيدي  
أنا باحثة دكتوراه في جامعة كنت، كلية إدارة الأعمال، في المملكة المتحدة. أشارك حالياً في بحث علمي بعنوان "تأثير الثقافة الوطنية وبناء الثقة على بناء علاقات طويلة المدى بين المشتري والمورد في الشرق الأوسط: حالة قطاع الصناعات التحويلية الأردنية".

وسأكون ممتنة لتعاونكم في هذا البحث والذي سوف يتخذ شكل

- 1- المشاركة في هذه الاستبانة
- 2- توفير بيانات الاتصال الخاصة بواحد من الموردين الرئيسيين بتوريد المواد الخام الأساسية لعملية الإنتاج

خبرتكم ومعرفتكم تعتبر أمر مهم وحيوي لهذه الدراسة، وأعتقد أن تقديركم لأهمية هذا البحث سوف يوفر لنا المعلومات المطلوبة.

يمكن العثور على تعليمات اللازمة لإكمال الاستبيان داخل الاستبيان نفسه، مع العلم ان الوقت اللازم لإنهاء الاستبانة لن يستغرق أكثر من 30 دقيقة، والموعد النهائي لإعادة الاستبانة هو ---/--/2013

يرجى التأكد من أن المعلومات والبيانات التي ستقدمها لنا ستستخدم فقط لأغراض البحث العلمي و ستعامل بسرية تامة. وسيتم توفير نسخة من نتائج البحث عند الطلب. إذا كان لديك أية استفسارات، لا تتردد في التواصل مع الباحث حسب معلومات الاتصال أدناه.

نشكر لكم مشاركتكم وتعاونكم

تفضلوا بقبول فائق الاحترام،

نور المعاينة

جامعة كنت

المملكة المتحدة

كانتربري، كنت

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رقم الهاتف (الأردن): +962 799 645 612

القسم الأول: نبذة عن الشركة

يرجى وضع علامة في الخانة المناسبة أدناه

منذ كم سنة وأنت في السوق؟

- 5- صفر
- 6-11
- 12-17
- 18-23
- 24 وأكثر

ما هي الصناعة التي تنتمي إليها الشركة؟

- الصناعات النسيجية
- الصناعات الجلدية و الاحذية
- الصناعات الكيماوية
- الصناعات البلاستيكية
- الصناعات الخشبية والأثاث
- الصناعات الغذائية
- غير ذلك.....

ما هي الصيغة التسجيلية للشركة؟

- مؤسسة افراد
- شركة عامة
- شركة محدودة
- شركة محدودة المسؤولية
- محدودة المسؤولية المحدودة الشراكة
- شركة ذات مسؤولية محدودة

كم عدد الموظفين في الشركة؟

- 1-300
- 301-600
- 601-900
- 901 و أكثر

كم نسبة الحصة السوقية للشركة؟

- 0-10%
- 11-20%
- 21-30%
- 31-40%
- 41-50%
- 51% و اكثر

كم عدد الموردين الرئيسيين الذين تتعامل معهم الشركة؟

- صفر-10  
○ 11-21  
○ 22-32  
○ 33-43  
○ 44-54  
○ 55 وأكثر

اعتبارا من هذا السؤال اجاباتك يجب ان تعتمد على اسم مورد رئيسي واحد(أ). كم سنة وأنت تتعامل مع المورد أ ؟

- صفر-5  
○ 6-11  
○ 12-17  
○ 18 وأكثر

ما هي الطريقة (الطرق) التي تستخدمها الشركة للتعامل مع المورد الخاص بك؟

- الهاتف  
○ الفاكس  
○ البريد الالكتروني  
○ المقابلات الشخصية  
○ غير ذلك,.....

ما هو اصل الشركة؟

- شمال اميركا  
○ اوروبا  
○ الشرق الاوسط  
○ اسيا  
○ غير ذلك.....

القسم الثاني: القيم الثقافية في الشرق الاوسط

يتعلق هذا الجزء بالقيم الثقافية في الشرق الأوسط اذ ان هذه القيم تؤثر على علاقتك مع المورد. راجيا الاخذ بعين الاعتبار بان اجاباتك يجب ان تعتمد على تعاملك مع مورد رئيسي واحد.

الرقم	البند	غير موافق بشدة(1)	غير موافق (2)	محايد (3)	موافق(4)	موافق بشدة (5)
1	غالبا ما تتعامل مع المورد على اساس اجتماعي خارج العمل					
2	انا والمورد قادرين على ان نتكلم بصراحة و عفوية كأصدقاء					
3	هذا المورد يزور شركتنا باستمرار كزيارات الاصدقاء					
4	هذا المورد تطلب وقتا كافيا ليتم التعارف بيننا					
5	تعتبر الوساطة مهمة في الحياة العملية كما هي في الحياة					

					الشخصية	
					هذا المورد يستخدم الوساطة في معظم تعاملاته معنا	6
					نستخدم الوساطة مع المورد لتحقيق اهداف الشركة	7
					تؤثر الوساطة على الصفقات التجارية لدينا في الشركة	8
					تعتبر الوساطة عامل مهم لجعل المورد يوافق للتعامل معنا	9
					الوساطة تزيد من قوة مركز الشركة مع المورد مقارنة مع غيرنا من الشركات	10
					الروابط العائلية تؤثر على علاقات العمل (على سبيل المثال الشركة التي ستفوز بعقد مع الشركة)	11
					اختيار المورد يتأثر معظم الوقت بالوساطة	12
					من المهم ان تمتلك الشركة واسطة	13
					هذا المورد يحتفظ بوعده	14
					الوعد التي يقطعها هذا المورد ذات مصداقية	15
					هذا المورد يعطي وعودا اكثر من الافعال	16
					يعتبر الوعد (الكلمة) اكثر اهمية من العقد	17
					اننا نهتم بالحفاظ على الانسجام مع المورد في اجتماعاتنا	18
					من المهم الحفاظ على التواضع من اجل الحفاظ على علاقة مع المورد	19
					المحافظة على اعزاز المورد بنفسه مهم بالنسبة لنا	20
					من المهم لنا الحفاظ على الاتزان والسلام في تعاملاتنا مع المورد	21
					من المهم لنا ان نأخذ مكانة المورد بعين الاعتبار	22
					من المهم ان نساعد المورد للحفاظ على مصداقيته	23
					نحل مشاكلنا مع المورد بطريقة عادلة بعيدا عن استخدام قوتنا كمشتري	24
					هذا المورد يجب ان يعمل بجد من اجل الحصول على افضل النتائج من علاقته معنا	25
					يجب علينا و على المورد العمل بجد للحفاظ على العلاقات لكن النتائج النهائية بيد الله	26
					هذا المورد <u>غير</u> مضطر للعمل بجد لان النتائج النهائية بيد الله	27
					هذا المورد يجب ان يكون محظوظا ليني او ليحافظ على علاقات تجارية	28
					كل شخص هو مسؤول الاول عن النجاح/الفشل في الحياة	29

					30	نجاح او فشل المورد في بناء او الحفاظ على علاقات العمل مسألة قضاء و قدر
					31	هذا المورد يناقش كل شيء معنا
					32	هذا المورد يستشيرنا في كل شيء
					33	هذا المورد يقرر الحلول بالتعاون معنا
					34	هذا المورد يأخذ جميع الافكار التي نتحدثت فيها من اجل التوصل الى قرارات لتحسين هذه العلاقة
					35	نخبر هذا المورد مسبقا باحتياجاتنا المتغيرة
					36	هذا المورد يتبادل المعلومات المناسبة معنا
					37	هذا المورد يشاركنا معرفته وخبرته في جوهر العمليات الاساسية

**القسم الثالث: يهدف هذا القسم إلى استكشاف دور الثقة على تحسين العلاقات التجارية بين الطرفين بالإضافة الى القيم الثقافية في منطقة الشرق الأوسط**

الرقم	البند	غير موافق بشدة(1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	هذا المورد صادق معنا					
2	من الممكن الاعتماد على هذا المورد في فعل ما هو الافضل لنا					
3	يعتبر هذا المورد الشركة كأنها ملكة عند اتخاذ القرارات المهمة					
4	نحن على ثقة بان هذا المورد يضع مصالحنا في عين الاعتبار					
5	هذا المورد يشعر بصدق بأننا سننجح					
6	نحن نصدق ونؤمن بالمعلومات التي يزودنا فيها هذا المورد					
7	هذا المورد يستحق الثقة					

**القسم الرابع: يهدف هذا القسم إلى استكشاف اذا كان هذا القرار للحفاظ على علاقة مستمرة مع شريك يعتمد على نتائج هذه العلاقة**

الرقم	البند	غير موافق بشدة(1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	بسبب هذه العلاقة فان مبيعاتنا السنوية قد زادت في السنوات الاخيرة					
2	بسبب هذه العلاقة فان الحصة السوقية قد زادت بالسنوات الاخيرة					
3	بسبب هذه العلاقة فان ارباحنا قد زادت بالسنوات الاخيرة					

					4	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتغيير حجم الانتاج
					5	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتنوع المنتجات
					6	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتسليم المنتجات
					7	عززت هذه العلاقة قدرتنا على الحصول على التكنولوجيا المهمة والحيوية للإنتاج
					8	عملت هذه العلاقة على تحسين عملية الانتاج لدينا
					9	هذه العلاقة مكنتنا من تقديم افضل المنتجات والخدمات
					10	هذه العلاقة عززت من اجمالي المركز التنافسي لدينا
					11	في العموم, انا مقتنع جدا في الخدمات التي يقدمها هذا المورد
					12	من المهم لنا ان نحافظ على علاقات طويلة المدى مع هذا المورد
					13	نحن على يقين بان علاقتنا مع هذا المورد ستكون مربحة على المدى الطويل
					14	نحن نركز على اهداف طويلة الاجل في علاقتنا مع المورد
					15	من المتوقع ان يعمل معنا هذا المورد لفترة طويلة

**القسم الخامس: يهدف هذا القسم إلى تعزيز فهمنا للعلاقات التجارية و علاقات الاعمال في الشرق الأوسط ، وتحسين معرفتنا من وجهة نظر المورد**

- نرجو من حضرتكم تزويدنا في تفاصيل الاتصال بواحد من الموردين الاساسيين لشركتكم لتعزيز البحث بوجهة نظرهم, مع العلم ان هذه المعلومات ستستخدم فقط لأغراض البحث العلمي

اسم شركتكم:.....

اسم شركة المورد:.....

اسم الشخص المسؤول:.....

البريد الالكتروني للمورد:.....

**نشكر لكم تعاونكم**

### Appendix 3.8: main research survey-supplier (Arabic)



سيدتي، سيدي  
أنا باحثة دكتوراه في جامعة كنت، كلية إدارة الأعمال، في المملكة المتحدة. أشرك حالياً في بحث علمي بعنوان  
"تأثير الثقافة الوطنية وبناء الثقة على بناء علاقات طويلة المدى بين المشتري والمورد في الشرق الأوسط:  
حالة قطاع الصناعات التحويلية الأردنية".

شركة----- رشحوا شركتكم كمورد رئيسي  
لديهم وسأكون ممتنة لتعاونكم في هذا البحث والذي سوف يتخذ شكل المشاركة في هذه الاستبانة

خبرتكم ومعرفتكم تعتبر أمر مهم وحيوي لهذه الدراسة، وأعتقد أن تقديركم لأهمية هذا البحث سوف يوفر لنا  
المعلومات المطلوبة.

يمكن العثور على تعليمات اللازمة لإكمال الاستبيان داخل الاستبيان نفسه، مع العلم ان الوقت اللازم لإنهاء  
الاستبانة لن يستغرق أكثر من 30 دقيقة، والموعود النهائي لإعادة الاستبانة هو 2013/---/---

يرجى التأكد من أن المعلومات والبيانات التي ستقدمها لنا ستستخدم فقط لأغراض البحث العلمي و ستعامل  
بسرية تامة. وسيتم توفير نسخة من نتائج البحث عند الطلب. إذا كان لديك أية استفسارات، لا تتردد في التواصل  
مع الباحث حسب معلومات الاتصال أدناه.

نشكر لكم مشاركتكم وتعاونكم

تفضلوا بقبول فائق الاحترام،

نور المعاينة

جامعة كنت

المملكة المتحدة

كانتبري، كنت

البريد الإلكتروني: [na256@kent.ac.uk](mailto:na256@kent.ac.uk)

[nmaytah@yahoo.com](mailto:nmaytah@yahoo.com)

رقم الهاتف (المملكة المتحدة): +44 756 400 2469

رقم الهاتف (الاردن): +962 799 645 612



القسم الأول: نبذة عن الشركة

يرجى وضع علامة في الخانة المناسبة أدناه

منذ كم سنة وأنت في السوق؟

○ صفر-5

○ 6-11

○ 12-17

○ 18-23

○ 24 وأكثر

ما هي الصناعة التي تنتمي إليها الشركة؟

○ الصناعات النسيجية

○ الصناعات الجلدية و الاحذية

○ الصناعات الكيماوية

○ الصناعات البلاستيكية

○ الصناعات الخشبية والأثاث

○ الصناعات الغذائية

○ غير ذلك.....

ما هي الصيغة التسجيلية للشركة؟

○ مؤسسة افراد

○ شركة عامة

○ شركة محدودة

○ شركة محدودة المسؤولية

○ محدودة المسؤولية المحدودة الشراكة

○ شركة ذات مسؤولية محدودة

كم عدد الموظفين في الشركة؟

○ 1-300

○ 301-600

○ 601-900

○ 901 و أكثر

كم نسبة الحصة السوقية للشركة؟

○ صفر-10%

○ 11%-20%

○ 21%-30%

○ 31%-40%

○ 41%-50%

○ 51% و اكثر

كم عدد المشتريين الرئيسيين الذين تتعامل معهم الشركة؟

- 10- صفر  
 11-21  
 22-32  
 33-43  
 44-54  
 55 وأكثر

اعتبارا من هذا السؤال اجاباتك يجب ان تعتمد على مشتري واحد(أ). كم سنة وأنت تتعامل مع المورد أ ؟

- 5- صفر  
 6-11  
 12-17  
 18 وأكثر

ما هي الطريقة (الطرق) التي تستخدمها الشركة للتعامل مع المشتري الخاص بك؟

- الهاتف  
 الفاكس  
 البريد الالكتروني  
 المقابلات الشخصية  
 غير ذلك,.....

ما هو اصل الشركة؟

- شمال اميركا  
 اوروبا  
 الشرق الاوسط  
 اسيا  
 غير ذلك.....

القسم الثاني: القيم الثقافية في الشرق الاوسط

يتعلق هذا الجزء بالقيم الثقافية في الشرق الأوسط اذ ان هذه القيم تؤثر على علاقتك مع المشتري. راجيا الاخذ بعين الاعتبار بان اجاباتك يجب ان تعتمد على تعاملك مع المشتري أ.

الرقم	البند	غير موافق بشدة(1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	غالبا ما تعامل مع المشتري على اساس اجتماعي خارج العمل					
2	انا و المشتري قادرين على ان نتكلم بصراحة و عفوية كأصدقاء					
3	هذا المشتري يزور شركتنا باستمرار كزيارات الاصدقاء					
4	هذا المشتري تطلب وقتا كافيا ليتم التعارف بيننا					
5	يمتلك هذا المشتري نفس قيمنا					
6	تعتبر الوساطة مهمة في الحياة العملية كما هي في الحياة الشخصية					

					7 هذا المشتري يستخدم الوساطة في معظم تعاملاته معنا
					8 نستخدم الوساطة مع المشتري لتحقيق اهداف الشركة
					9 تؤثر الوساطة على الصفقات التجارية لدينا في الشركة
					10 تعتبر الوساطة عامل مهم لجعل المشتري يوافق للتعامل معنا
					11 الوساطة تزيد من قوة مركز الشركة مع المشتري مقارنة مع غيرنا من الشركات
					12 الروابط العائلية تؤثر على علاقات العمل (على سبيل المثال الشركة التي ستفوز بعقد مع الشركة)
					13 اختيار المشتري يتأثر معظم الوقت بالوساطة
					14 من المهم ان تمتلك الشركة واسطة
					15 هذا المشتري يحتفظ بوعوده
					16 الوعود التي يقطعها هذا المشتري ذات مصداقية
					17 هذا المشتري يعطي وعودا اكثر من الافعال
					18 يعتبر الوعد (الكلمة) اكثر اهمية من العقد
					19 اننا نهتم بالحفاظ على الانسجام مع المشتري في اجتماعاتنا
					20 من المهم الحفاظ على التواضع من اجل الحفاظ على علاقة مع المورد
					21 المحافظة على اعزاز المشتري بنفسه مهم بالنسبة لنا
					22 من المهم لنا الحفاظ على الاتزان والسلام في تعاملاتنا مع المشتري
					23 من المهم لنا ان نأخذ مكانة المشتري بعين الاعتبار
					24 من المهم ان نساعد المشتري للحفاظ على مصداقيته
					25 نحل مشاكلنا مع المشتري بطريقة عادلة بعيدا عن استخدام قوتنا كمورد
					26 هذا المشتري يجب ان يعمل بجد من اجل الحصول على افضل النتائج من علاقته معنا
					27 يجب علينا و على المشتري العمل بجد للحفاظ على العلاقات لكن النتائج النهائية بيد الله
					28 هذا المشتري غير مضطر للعمل بجد لان النتائج النهائية بيد الله
					29 هذا المشتري يجب ان يكون محظوظا ليبيني او ليحافظ على علاقات تجارية
					30 كل شخص هو مسؤول الاول عن النجاح/الفشل في الحياة
					31 نجاح او فشل المورد في بناء او الحفاظ على علاقات العمل مسالة قضاء و قدر

					هذا المشتري يناقش كل شيء معنا	32
					هذا المشتري يستشيرنا في كل شيء	33
					هذا المشتري يقرر الحلول بالتعاون معنا	34
					هذا المشتري يأخذ جميع الافكار التي نتحدث فيها من اجل التوصل الى قرارات لتحسين هذه العلاقة	35
					نخبر هذا المشتري مسبقا باحتياجاتنا المتغيرة	36
					هذا المشتري يتبادل المعلومات المناسبة معنا	37
					هذا المشتري يشاركنا معرفته وخبرته في جوهر العمليات الاساسية	38

**القسم الثالث: يهدف هذا القسم إلى استكشاف دور الثقة على تحسين العلاقات التجارية بين الطرفين بالإضافة الى القيم الثقافية في منطقة الشرق الأوسط**

الرقم	البند	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	هذا المشتري صادق معنا					
2	من الممكن الاعتماد على هذا المشتري في فعل ما هو الافضل لنا					
3	يعتبر هذا المشتري الشركة كأنها ملكة عند اتخاذ القرارات المهمة					
4	نحن على ثقة بان هذا المشتري يضع مصالحنا في عين الاعتبار					
5	هذا المشتري يشعر بصدق بأننا سننجح					
6	نحن نصدق ونؤمن بالمعلومات التي يزودنا فيها هذا المشتري					
7	هذا المشتري يستحق الثقة					

**القسم الرابع: يهدف هذا القسم إلى استكشاف اذا كان هذا القرار للحفاظ على علاقة مستمرة مع شريك يعتمد على نتائج هذه العلاقة**

الرقم	البند	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
1	بسبب هذه العلاقة فان مبيعاتنا السنوية قد زادت في السنوات الاخيرة					
2	بسبب هذه العلاقة فان الحصة السوقية قد زادت بالسنوات الاخيرة					
3	بسبب هذه العلاقة فان ارباحنا قد زادت بالسنوات الاخيرة					
4	هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتغيير حجم الانتاج					

					هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتنوع المنتجات	5
					هذه العلاقة تقودنا لزيادة المرونة فيما يتعلق بتسليم المنتجات	6
					عززت هذه العلاقة قدرتنا على الحصول على التكنولوجيا المهمة والحيوية للإنتاج	7
					عملت هذه العلاقة على تحسين عملية الإنتاج لدينا	8
					هذه العلاقة مكنتنا من تقديم افضل المنتجات والخدمات	9
					هذه العلاقة عززت من اجمالي المركز التنافسي لدينا	10
					في العموم, انا مقتنع جدا في الخدمات التي يقدمها هذا المشتري	11
					من المهم لنا ان نحافظ على علاقات طويلة المدى مع هذا المشتري	12
					نحن على يقين بان علاقتنا مع هذا المشتري ستكون مربحة على المدى الطويل	13
					نحن نركز على اهداف طويلة الاجل في علاقتنا مع المشتري	14
					من المتوقع ان يعمل معنا هذا المشتري لفترة طويلة	15

**Appendix 4.1: Variables Cronbach's alpha (buyers and suppliers)**

Variable	Buyer		Supplier	
	Number of Items	Cronbach's Alpha ( $\alpha$ )	Number of Items	Cronbach's Alpha ( $\alpha$ )
<b>Taarof</b>	Taarof 1 Taarof 2 Taarof 3 Taarof 4	<b>0.762</b>	Taarof 1 Taarof 2 Taarof 3 Taarof 4 Taarof 5	<b>0.818</b>
<b>Wasta</b>	Wasta 1 Wasta 2 Wasta 3 Wasta 4 Wasta 5 Wasta 6 Wasta 7 Wasta 8 Wasta 9	<b>0.890</b>	Wasta 1 Wasta 2 Wasta 3 Wasta 4 Wasta 5 Wasta 6 Wasta 7 Wasta 8 Wasta 9	<b>0.907</b>
<b>Waad</b>	Waad 1 Waad 2 Waad 3 Waad 4	<b>0.801</b>	Waad 1 Waad 2 Waad 3 Waad 4	<b>0.801</b>
<b>Wajh</b>	Wajh 1 Wajh 2 Wajh 3 Wajh 4 Wajh 5 Wajh 6 Wajh 7	<b>0.764</b>	Wajh 1 Wajh 2 Wajh 3 Wajh 4 Wajh 5 Wajh 6 Wajh 7	<b>0.847</b>

<b>Qada and Qadar</b>	Qada 1 Qada 2 Qada 3 Qada 4 Qada 5 Qada 6	<b>0.755</b>	Qada 1 Qada 2 Qada 3 Qada 4 Qada 5 Qada 6	<b>0.734</b>
<b>Shura</b>	Shura 1 Shura 2 Shura 3 Shura 4 Shura 5 Shura 6 Shura 7	<b>0.815</b>	Shura 1 Shura 2 Shura 3 Shura 4 Shura 5 Shura 6 Shura 7	<b>0.847</b>
<b>Theqa</b>	Theqa 1 Theqa 2 Theqa 3 Theqa 4 Theqa 5 Theqa 6 Theqa 7	<b>0.861</b>	Theqa 1 Theqa 2 Theqa 3 Theqa 4 Theqa 5 Theqa 6 Theqa 7	<b>0.904</b>
<b>LTR</b>	LTR 1 LTR 2 LTR 3 LTR 4 LTR 5 LTR 6 LTR 7 LTR 8 LTR 9	<b>0.936</b>	LTR 1 LTR 2 LTR 3 LTR 4 LTR 5 LTR 6 LTR 7 LTR 8 LTR 9	<b>0.966</b>

	LTR 10		LTR 10	
	LTR 11		LTR 11	
	LTR 12		LTR 12	
	LTR 13		LTR 13	
	LTR 14		LTR 14	
	LTR 15		LTR 15	

**Appendix 4.2: Constructs overall Cronbach's alpha (buyers and suppliers)**

	<b>Buyers</b>	<b>Suppliers</b>
	<b>Cronbach's Alpha (<math>\alpha</math>)</b>	<b>Cronbach's Alpha (<math>\alpha</math>)</b>
Cultural values	0.778	0.717
Theqa	0.861	0.904
LTR	0.936	0.966



### Appendix 4.3: One way ANOVA and crosstab analysis (buyers)

#### 1- Number of employees and industry

##### Descriptives

Number of employees

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Textile	26		
Leather and footwear	6	1.50	1.225	.500	.21	2.79	1	4
Chemicals	34	1.26	.864	.148	.96	1.57	1	4
Plastic	71	1.10	.345	.041	1.02	1.18	1	3
Furniture	17	1.00	.000	.000	1.00	1.00	1	1
Food and drink	79	1.10	.304	.034	1.03	1.17	1	2
Others, .....	117	1.11	.505	.047	1.02	1.20	1	4
Total	350	1.15	.561	.030	1.10	1.21	1	4

##### Test of Homogeneity of Variances

Number of employees

Levene Statistic	df1	df2	Sig.
11.576	6	343	.000

##### ANOVA

Number of employees

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.034	6	1.006	3.329	.003
Within Groups	103.634	343	.302		
Total	109.669	349			

**Multiple Comparisons**

Dependent Variable: Number of employees

	(I) Industry	(J) Industry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheff e	Textile	Leather and footwear	.038	.249	1.000	-.85	.93
		Chemicals	.274	.143	.723	-.24	.79
		Plastic	.440	.126	.061	-.01	.89
		Furniture	.538	.171	.134	-.07	1.15
		Food and drink	.437	.124	.057	-.01	.88
		Others, .....	.427 <sup>*</sup>	.119	.048	.00	.85
	Leather and footwear	Textile	-.038	.249	1.000	-.93	.85
		Chemicals	.235	.243	.988	-.63	1.10
		Plastic	.401	.234	.814	-.43	1.24
		Furniture	.500	.261	.721	-.43	1.43
		Food and drink	.399	.233	.816	-.43	1.23
		Others, .....	.389	.230	.826	-.43	1.21
	Chemicals	Textile	-.274	.143	.723	-.79	.24
		Leather and footwear	-.235	.243	.988	-1.10	.63
		Plastic	.166	.115	.910	-.24	.58
		Furniture	.265	.163	.853	-.32	.85
		Food and drink	.163	.113	.910	-.24	.57
		Others, .....	.154	.107	.914	-.23	.54
	Plastic	Textile	-.440	.126	.061	-.89	.01
		Leather and footwear	-.401	.234	.814	-1.24	.43
		Chemicals	-.166	.115	.910	-.58	.24
		Furniture	.099	.148	.998	-.43	.63
		Food and drink	-.003	.090	1.000	-.32	.32
		Others, .....	-.013	.083	1.000	-.31	.28
Furniture	Furniture	Textile	-.538	.171	.134	-1.15	.07

	Leather and footwear	-.500	.261	.721	-1.43	.43
	Chemicals	-.265	.163	.853	-.85	.32
	Plastic	-.099	.148	.998	-.63	.43
	Food and drink	-.101	.147	.998	-.63	.42
	Others, .....	-.111	.143	.996	-.62	.40
	Textile	-.437	.124	.057	-.88	.01
	Leather and footwear	-.399	.233	.816	-1.23	.43
Food and drink	Chemicals	-.163	.113	.910	-.57	.24
	Plastic	.003	.090	1.000	-.32	.32
	Furniture	.101	.147	.998	-.42	.63
	Others, .....	-.010	.080	1.000	-.30	.28
	Textile	-.427*	.119	.048	-.85	.00
	Leather and footwear	-.389	.230	.826	-1.21	.43
Others, .....	Chemicals	-.154	.107	.914	-.54	.23
	Plastic	.013	.083	1.000	-.28	.31
	Furniture	.111	.143	.996	-.40	.62
	Food and drink	.010	.080	1.000	-.28	.30

\*. The mean difference is significant at the 0.05 level.

## 2- Length of business relationship and industry

### Descriptives

length of the business relationship

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Textile	26		
Leather and footwear	6	1.33	.516	.211	.79	1.88	1	2
Chemicals	34	1.62	.888	.152	1.31	1.93	1	4
Plastic	71	1.83	1.000	.119	1.59	2.07	1	4
Furniture	17	1.59	.870	.211	1.14	2.04	1	4
Food and drink	79	1.89	1.050	.118	1.65	2.12	1	4
Others, .....	117	1.74	.913	.084	1.57	1.90	1	4
Total	350	1.77	.953	.051	1.67	1.87	1	4

**Test of Homogeneity of Variances**

length of the business relationship

Levene Statistic	df1	df2	Sig.
1.142	6	343	.337

**ANOVA**

length of the business relationship

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.301	6	.717	.786	.581
Within Groups	312.867	343	.912		
Total	317.169	349			

3- Crosstab analysis: industry\*origin of organization

**Industry \* Origin of the Company Crosstabulation**

Count

		Origin of the Company					Total
		North America	Europe	The Middle East	Asia	Others	
Industry	Textile	1	0	12	12	1	26
	Leather and footwear	0	0	5	1	0	6
	Chemicals	0	1	28	5	0	34
	Plastic	3	1	61	5	1	71
	Furniture	0	0	15	2	0	17
	Food and drink	0	2	72	5	0	79
	Others, .....	1	4	92	14	6	117
	Total	5	8	285	44	8	350

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.050 <sup>a</sup>	24	.001
Likelihood Ratio	45.419	24	.005
Linear-by-Linear Association	1.434	1	.231
N of Valid Cases	350		

a. 26 cells (74.3%) have expected count less than 5. The minimum expected count is .09.

### Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.378	.001
	Cramer's V	.189	.001
N of Valid Cases		350	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

**Appendix 4.4: Regression analysis (buyers)**

**Correlation matrix**

**Correlations**

		Taarof_Center	Wasta_Center	Waad_Center	Wajh_Center	Qada_Center	Shura_Center	Theq_Center	Performance_Center	LTO_Center
Taarof_Center	Pearson Correlation	1	-.067	.118*	.107*	.140**	.013	.057	.134*	.061
	Sig. (2-tailed)		.214	.027	.045	.009	.807	.291	.012	.253
	N	350	350	350	350	350	350	350	350	350
Wasta_Center	Pearson Correlation	-.067	1	.003	-.083	.094	.006	-.165**	.055	.147**
	Sig. (2-tailed)	.214		.956	.122	.079	.915	.002	.307	.006
	N	350	350	350	350	350	350	350	350	350
Waad_Center	Pearson Correlation	.118*	.003	1	-.029	.211**	-.077	-.069	-.044	.112*
	Sig. (2-tailed)	.027	.956		.594	.000	.149	.197	.415	.036
	N	350	350	350	350	350	350	350	350	350
Wajh_Center	Pearson Correlation	.107*	-.083	-.029	1	-.013	.364**	.470**	.422**	.406**
	Sig. (2-tailed)	.045	.122	.594		.807	.000	.000	.000	.000
	N	350	350	350	350	350	350	350	350	350
Qada_Center	Pearson Correlation	.140**	.094	.211**	-.013	1	.096	-.132*	.039	.193**
	Sig. (2-tailed)	.009	.079	.000	.807		.074	.014	.471	.000
	N	350	350	350	350	350	350	350	350	350

Shura_Center	Pearson	.013	.006	-.077	.364**	.096	1	.390**	.361**	.341**
	Correlation									
	Sig. (2-tailed)	.807	.915	.149	.000	.074		.000	.000	.000
	N	350	350	350	350	350	350	350	350	350
Theq_Center	Pearson	.057	-.165**	-.069	.470**	-.132*	.390**	1	.538**	.688**
	Correlation									
	Sig. (2-tailed)	.291	.002	.197	.000	.014	.000		.000	.000
	N	350	350	350	350	350	350	350	350	350
Performance_Center	Pearson	.134*	.055	-.044	.422**	.039	.361**	.538**	1	.543**
	Correlation									
	Sig. (2-tailed)	.012	.307	.415	.000	.471	.000	.000		.000
	N	350	350	350	350	350	350	350	350	350
LTO_Center	Pearson	.061	-.147**	-.112*	.406**	-.193**	.341**	.688**	.543**	1
	Correlation									
	Sig. (2-tailed)	.253	.006	.036	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350	350	350	350

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

## 1- Taarof-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.134 <sup>a</sup>	.018	.015	.70408
2	.548 <sup>b</sup>	.300	.296	.59534
3	.549 <sup>c</sup>	.301	.295	.59566

a. Predictors: (Constant), Taarof\_Center

b. Predictors: (Constant), Taarof\_Center, Theq\_Center

c. Predictors: (Constant), Taarof\_Center, Theq\_Center, Mod\_Taarof\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.147	1	3.147	6.347	.012 <sup>b</sup>
	Residual	172.512	348	.496		
	Total	175.659	349			
2	Regression	52.672	2	26.336	74.305	.000 <sup>c</sup>
	Residual	122.987	347	.354		
	Total	175.659	349			
3	Regression	52.893	3	17.631	49.690	.000 <sup>d</sup>
	Residual	122.766	346	.355		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Taarof\_Center

c. Predictors: (Constant), Taarof\_Center, Theq\_Center

d. Predictors: (Constant), Taarof\_Center, Theq\_Center, Mod\_Taarof\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.116	.038		3.079	.002		



2	Taarof_Center	.154	.061	.134	2.519	.012	1.000	1.000
	(Constant)	.064	.032		1.976	.049		
	Taarof_Center	.119	.052	.104	2.306	.022	.997	1.003
3	Theq_Center	.708	.060	.532	11.821	.000	.997	1.003
	(Constant)	.062	.032		1.932	.054		
	Taarof_Center	.122	.052	.106	2.350	.019	.993	1.007
	Theq_Center	.705	.060	.530	11.745	.000	.993	1.007
	Mod_Taarof_Theqa_Center	.090	.115	.036	.788	.431	.993	1.007

a. Dependent Variable: Performance\_Center

## 2- Taarof-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.061 <sup>a</sup>	.004	.001	.61013
2	.688 <sup>b</sup>	.474	.471	.44411
3	.688 <sup>c</sup>	.474	.469	.44469

a. Predictors: (Constant), Taarof\_Center

b. Predictors: (Constant), Taarof\_Center, Theq\_Center

c. Predictors: (Constant), Taarof\_Center, Theq\_Center, Mod\_Taarof\_Theqa\_Center

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.489	1	.489	1.313	.253 <sup>b</sup>
	Residual	129.547	348	.372		
	Total	130.036	349			
2	Regression	61.597	2	30.799	156.155	.000 <sup>c</sup>
	Residual	68.439	347	.197		
	Total	130.036	349			
3	Regression	61.614	3	20.538	103.857	.000 <sup>d</sup>
	Residual	68.422	346	.198		
	Total	130.036	349			

a. Dependent Variable: LTO\_Center

- b. Predictors: (Constant), Taarof\_Center
- c. Predictors: (Constant), Taarof\_Center, Theq\_Center
- d. Predictors: (Constant), Taarof\_Center, Theq\_Center, Mod\_Taarof\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.227	.033		6.954	.000		
	Taarof_Center	.061	.053	.061	1.146	.253	1.000	1.000
2	(Constant)	.169	.024		7.035	.000		
	Taarof_Center	.022	.039	.022	.576	.565	.997	1.003
	Theq_Center	.787	.045	.687	17.602	.000	.997	1.003
3	(Constant)	.168	.024		7.002	.000		
	Taarof_Center	.023	.039	.023	.592	.554	.993	1.007
	Theq_Center	.786	.045	.686	17.529	.000	.993	1.007
	Mod_Taarof_Theqa_Center	.025	.086	.011	.291	.772	.993	1.007

a. Dependent Variable: LTO\_Center

### 3- Wasta-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.055 <sup>a</sup>	.003	.000	.70940
2	.557 <sup>b</sup>	.310	.306	.59090
3	.557 <sup>c</sup>	.311	.305	.59162

- a. Predictors: (Constant), Wasta\_Center
- b. Predictors: (Constant), Wasta\_Center, Theq\_Center
- c. Predictors: (Constant), Wasta\_Center, Theq\_Center, Mod\_Wasta\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.527	1	.527	1.047	.307 <sup>b</sup>
	Residual	175.132	348	.503		
	Total	175.659	349			
2	Regression	54.499	2	27.250	78.042	.000 <sup>c</sup>
	Residual	121.160	347	.349		
	Total	175.659	349			
3	Regression	54.555	3	18.185	51.955	.000 <sup>d</sup>
	Residual	121.105	346	.350		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Wasta\_Center

c. Predictors: (Constant), Wasta\_Center, Theq\_Center

d. Predictors: (Constant), Wasta\_Center, Theq\_Center, Mod\_Wasta\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.114	.038		3.007	.003		
	Wasta_Center	.056	.055	.055	1.023	.307	1.000	1.000
2	(Constant)	.061	.032		1.923	.055		
	Wasta_Center	.150	.046	.147	3.260	.001	.973	1.028
	Theq_Center	.748	.060	.562	12.433	.000	.973	1.028
3	(Constant)	.060	.032		1.864	.063		
	Wasta_Center	.155	.048	.152	3.254	.001	.914	1.094
	Theq_Center	.746	.061	.560	12.293	.000	.960	1.041
	Mod_Wasta_Theqa_Center	-.028	.070	-.019	-.398	.691	.918	1.090

a. Dependent Variable: Performance\_Center

**4- Wasta-Theqa-LTO**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.147 <sup>a</sup>	.022	.019	.60465
2	.689 <sup>b</sup>	.474	.471	.44383
3	.695 <sup>c</sup>	.483	.478	.44091

a. Predictors: (Constant), Wasta\_Center

b. Predictors: (Constant), Wasta\_Center, Theq\_Center

c. Predictors: (Constant), Wasta\_Center, Theq\_Center, Mod\_Wasta\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.806	1	2.806	7.674	.006 <sup>b</sup>
	Residual	127.230	348	.366		
	Total	130.036	349			
2	Regression	61.682	2	30.841	156.565	.000 <sup>c</sup>
	Residual	68.354	347	.197		
	Total	130.036	349			
3	Regression	62.774	3	20.925	107.638	.000 <sup>d</sup>
	Residual	67.262	346	.194		
	Total	130.036	349			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Wasta\_Center

c. Predictors: (Constant), Wasta\_Center, Theq\_Center

d. Predictors: (Constant), Wasta\_Center, Theq\_Center, Mod\_Wasta\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.223	.032		6.902	.000		
	Wasta_Center	-.129	.047	.147	2.770	.006	1.000	1.000
2	(Constant)	.168	.024		7.017	.000		

	Wasta_Center	-.030	.035	-.034	-.874	.383	.973	1.028
	Theq_Center	.782	.045	.682	17.288	.000	.973	1.028
	(Constant)	.162	.024		6.753	.000		
3	Wasta_Center	-.010	.035	-.011	-.268	.789	.914	1.094
	Theq_Center	.770	.045	.672	17.024	.000	.960	1.041
	Mod_Wasta_Theqa_Center	-.123	.052	.096	2.370	.018	.918	1.090

a. Dependent Variable: LTO\_Center

### 5- Waad-Theqa-Performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.044 <sup>a</sup>	.002	-.001	.70979
2	.538 <sup>b</sup>	.289	.285	.59987
3	.538 <sup>c</sup>	.290	.284	.60043

a. Predictors: (Constant), Waad\_Center

b. Predictors: (Constant), Waad\_Center, Theq\_Center

c. Predictors: (Constant), Waad\_Center, Theq\_Center, Mod\_Waad\_Theqa\_Center

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.335	1	.335	.665	.415 <sup>b</sup>
	Residual	175.324	348	.504		
	Total	175.659	349			
2	Regression	50.795	2	25.398	70.580	.000 <sup>c</sup>
	Residual	124.864	347	.360		
	Total	175.659	349			
3	Regression	50.921	3	16.974	47.082	.000 <sup>d</sup>
	Residual	124.738	346	.361		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Waad\_Center

c. Predictors: (Constant), Waad\_Center, Theq\_Center

d. Predictors: (Constant), Waad\_Center, Theq\_Center, Mod\_Waad\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.116	.038		3.039	.003		
	Waad_Center	-.060	.074	-.044	-.815	.415	1.000	1.000
2	(Constant)	.061	.033		1.879	.061		
	Waad_Center	-.009	.063	-.006	-.143	.886	.995	1.005
	Theq_Center	.715	.060	.537	11.842	.000	.995	1.005
3	(Constant)	.059	.033		1.813	.071		
	Waad_Center	.001	.065	.001	.012	.990	.931	1.074
	Theq_Center	.718	.061	.539	11.844	.000	.991	1.009
	Mod_Waad_Theqa_Center	-.078	.132	-.028	-.592	.554	.933	1.071

a. Dependent Variable: Performance\_Center

## 6- Waad-Theqa-LTO

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.112 <sup>a</sup>	.013	.010	.60744
2	.691 <sup>b</sup>	.477	.474	.44256
3	.694 <sup>c</sup>	.481	.477	.44159

a. Predictors: (Constant), Waad\_Center

b. Predictors: (Constant), Waad\_Center, Theq\_Center

c. Predictors: (Constant), Waad\_Center, Theq\_Center, Mod\_Waad\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.628	1	1.628	4.412	.036 <sup>b</sup>

	Residual	128.408	348	.369		
	Total	130.036	349			
	Regression	62.072	2	31.036	158.458	.000 <sup>c</sup>
2	Residual	67.964	347	.196		
	Total	130.036	349			
	Regression	62.565	3	20.855	106.948	.000 <sup>d</sup>
3	Residual	67.471	346	.195		
	Total	130.036	349			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Waad\_Center

c. Predictors: (Constant), Waad\_Center, Theq\_Center

d. Predictors: (Constant), Waad\_Center, Theq\_Center, Mod\_Waad\_Theqa\_Center

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.232	.033		7.113	.000		
	Waad_Center	-.133	.063	.112	2.101	.036	1.000	1.000
2	(Constant)	.172	.024		7.172	.000		
	Waad_Center	-.077	.046	-.065	-1.661	.098	.995	1.005
	Theq_Center	.783	.045	.683	17.567	.000	.995	1.005
3	(Constant)	.168	.024		7.004	.000		
	Waad_Center	-.058	.048	-.048	-1.206	.229	.931	1.074
	Theq_Center	.788	.045	.688	17.673	.000	.991	1.009
	Mod_Waad_Theqa_Center	-.155	.097	-.064	-1.591	.113	.933	1.071

a. Dependent Variable: LTO\_Center

## 7- Wajh-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 <sup>a</sup>	.178	.176	.64407
2	.571 <sup>b</sup>	.326	.322	.58413
3	.588 <sup>c</sup>	.345	.340	.57657

a. Predictors: (Constant), Wajh\_Center

b. Predictors: (Constant), Wajh\_Center, Theq\_Center

c. Predictors: (Constant), Wajh\_Center, Theq\_Center, Mod\_Wajh\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.300	1	31.300	75.455	.000 <sup>b</sup>
	Residual	144.359	348	.415		
	Total	175.659	349			
2	Regression	57.260	2	28.630	83.908	.000 <sup>c</sup>
	Residual	118.399	347	.341		
	Total	175.659	349			
3	Regression	60.638	3	20.213	60.803	.000 <sup>d</sup>
	Residual	115.021	346	.332		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Wajh\_Center

c. Predictors: (Constant), Wajh\_Center, Theq\_Center

d. Predictors: (Constant), Wajh\_Center, Theq\_Center, Mod\_Wajh\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.018	.038		-.473	.637	1.000	1.000
	Wajh_Center	.586	.067	.422	8.686	.000		
2	(Constant)	.003	.034		.095	.924	.779	1.283
	Wajh_Center	.302	.069	.217	4.355	.000		



	Theq_Center	.580	.066	.436	8.722	.000	.779	1.283
	(Constant)	-.016	.034		-.465	.642		
	Wajh_Center	.241	.071	.174	3.396	.001	.723	1.383
3	Theq_Center	.498	.071	.374	7.057	.000	.675	1.482
	Mod_Wajh_Theq a_Center	.269	.084	.166	3.188	.002	.699	1.430

a. Dependent Variable: Performance\_Center

## 8- Wajh-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 <sup>a</sup>	.165	.162	.55867
2	.694 <sup>b</sup>	.482	.479	.44061
3	.708 <sup>c</sup>	.501	.497	.43295

a. Predictors: (Constant), Wajh\_Center

b. Predictors: (Constant), Wajh\_Center, Theq\_Center

c. Predictors: (Constant), Wajh\_Center, Theq\_Center, Mod\_Wajh\_Theqa\_Center

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.419	1	21.419	68.626	.000 <sup>b</sup>
	Residual	108.617	348	.312		
	Total	130.036	349			
2	Regression	62.670	2	31.335	161.406	.000 <sup>c</sup>
	Residual	67.366	347	.194		
	Total	130.036	349			
3	Regression	65.179	3	21.726	115.904	.000 <sup>d</sup>
	Residual	64.858	346	.187		
	Total	130.036	349			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Wajh\_Center

c. Predictors: (Constant), Wajh\_Center, Theq\_Center

d. Predictors: (Constant), Wajh\_Center, Theq\_Center, Mod\_Wajh\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.118	.033		3.608	.000		
	Wajh_Center	.484	.058	.406	8.284	.000	1.000	1.000
2	(Constant)	.144	.026		5.591	.000		
	Wajh_Center	.127	.052	.106	2.422	.016	.779	1.283
	Theq_Center	.731	.050	.638	14.577	.000	.779	1.283
3	(Constant)	.128	.026		4.959	.000		
	Wajh_Center	.074	.053	.062	1.394	.164	.723	1.383
	Theq_Center	.660	.053	.576	12.467	.000	.675	1.482
	Mod_Wajh_Theqa_Center	.232	.063	.166	3.658	.000	.699	1.430

a. Dependent Variable: LTO\_Center

**9- Qada-Theqa-Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.039 <sup>a</sup>	.001	-.001	.70994
2	.549 <sup>b</sup>	.301	.297	.59471
3	.550 <sup>c</sup>	.302	.296	.59529

a. Predictors: (Constant), Qada\_Center

b. Predictors: (Constant), Qada\_Center, Theq\_Center

c. Predictors: (Constant), Qada\_Center, Theq\_Center, Mod\_Qada\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.262	1	.262	.520	.471 <sup>b</sup>
	Residual	175.397	348	.504		
	Total	175.659	349			
2	Regression	52.934	2	26.467	74.833	.000 <sup>c</sup>

	Residual	122.725	347	.354		
	Total	175.659	349			
	Regression	53.048	3	17.683	49.900	.000 <sup>d</sup>
3	Residual	122.611	346	.354		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Qada\_Center

c. Predictors: (Constant), Qada\_Center, Theq\_Center

d. Predictors: (Constant), Qada\_Center, Theq\_Center, Mod\_Qada\_Theqa\_Center

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.102	.041		2.514	.012		
	Qada_Center	.032	.045	.039	.721	.471	1.000	1.000
2	(Constant)	.029	.035		.824	.410		
	Qada_Center	.094	.038	.112	2.463	.014	.983	1.018
	Theq_Center	.736	.060	.552	12.204	.000	.983	1.018
3	(Constant)	.027	.035		.761	.447		
	Qada_Center	.092	.038	.110	2.426	.016	.980	1.021
	Theq_Center	.750	.065	.563	11.510	.000	.844	1.185
	Mod_Qada_Theqa_Center	-.039	.069	-.028	-5.69	.570	.850	1.177

a. Dependent Variable: Performance\_Center

## 10- Qada-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 <sup>a</sup>	.037	.034	.59979
2	.696 <sup>b</sup>	.484	.481	.43981
3	.705 <sup>c</sup>	.497	.492	.43489

- a. Predictors: (Constant), Qada\_Center  
 b. Predictors: (Constant), Qada\_Center, Theq\_Center  
 c. Predictors: (Constant), Qada\_Center, Theq\_Center, Mod\_Qada\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.842	1	4.842	13.460	.000 <sup>b</sup>
	Residual	125.194	348	.360		
	Total	130.036	349			
2	Regression	62.915	2	31.457	162.627	.000 <sup>c</sup>
	Residual	67.121	347	.193		
	Total	130.036	349			
3	Regression	64.598	3	21.533	113.852	.000 <sup>d</sup>
	Residual	65.438	346	.189		
	Total	130.036	349			

- a. Dependent Variable: LTO\_Center  
 b. Predictors: (Constant), Qada\_Center  
 c. Predictors: (Constant), Qada\_Center, Theq\_Center  
 d. Predictors: (Constant), Qada\_Center, Theq\_Center, Mod\_Qada\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.271	.034		7.892	.000		
	Qada_Center	-.139	.038	.193	3.669	.000	1.000	1.000
2	(Constant)	.194	.026		7.572	.000		
	Qada_Center	-.075	.028	-.104	-2.674	.008	.983	1.018
	Theq_Center	.772	.045	.674	17.327	.000	.983	1.018
3	(Constant)	.186	.025		7.314	.000		
	Qada_Center	-.080	.028	-.110	-2.864	.004	.980	1.021
	Theq_Center	.826	.048	.721	17.358	.000	.844	1.185

Mod_Qada_Theq a_Center	-.151	.051	.123	2.983	.003	.850	1.177
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a. Dependent Variable: LTO\_Center

### 11- Shura-Theqa-Performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 <sup>a</sup>	.130	.128	.66258
2	.562 <sup>b</sup>	.316	.312	.58840
3	.571 <sup>c</sup>	.326	.320	.58513

a. Predictors: (Constant), Shura\_Center

b. Predictors: (Constant), Shura\_Center, Theq\_Center

c. Predictors: (Constant), Shura\_Center, Theq\_Center, Mod\_Shura\_Theqa\_Center

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.882	1	22.882	52.121	.000 <sup>b</sup>
	Residual	152.777	348	.439		
	Total	175.659	349			
2	Regression	55.523	2	27.762	80.187	.000 <sup>c</sup>
	Residual	120.136	347	.346		
	Total	175.659	349			
3	Regression	57.197	3	19.066	55.687	.000 <sup>d</sup>
	Residual	118.462	346	.342		
	Total	175.659	349			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Shura\_Center

c. Predictors: (Constant), Shura\_Center, Theq\_Center

d. Predictors: (Constant), Shura\_Center, Theq\_Center, Mod\_Shura\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.027	.037		.723	.470		
	Shura_Center	.371	.051	.361	7.220	.000	1.000	1.000
2	(Constant)	.025	.033		.752	.452		
	Shura_Center	.183	.050	.178	3.698	.000	.848	1.179
	Theq_Center	.623	.064	.468	9.710	.000	.848	1.179
3	(Constant)	.009	.034		.267	.790		
	Shura_Center	.155	.051	.150	3.036	.003	.793	1.261
	Theq_Center	.557	.071	.418	7.897	.000	.695	1.440
	Mod_Shura_Theqa_Center	.172	.078	.118	2.211	.028	.687	1.455

a. Dependent Variable: Performance\_Center

**12- Shura-Theqa-LTO**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 <sup>a</sup>	.117	.114	.57456
2	.692 <sup>b</sup>	.479	.476	.44166
3	.711 <sup>c</sup>	.505	.501	.43122

a. Predictors: (Constant), Shura\_Center

b. Predictors: (Constant), Shura\_Center, Theq\_Center

c. Predictors: (Constant), Shura\_Center, Theq\_Center, Mod\_Shura\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.155	1	15.155	45.907	.000 <sup>b</sup>
	Residual	114.881	348	.330		
	Total	130.036	349			
2	Regression	62.351	2	31.175	159.825	.000 <sup>c</sup>
	Residual	67.686	347	.195		
	Total	130.036	349			

	Regression	65.696	3	21.899	117.765	.000 <sup>d</sup>
3	Residual	64.340	346	.186		
	Total	130.036	349			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Shura\_Center

c. Predictors: (Constant), Shura\_Center, Theq\_Center

d. Predictors: (Constant), Shura\_Center, Theq\_Center, Mod\_Shura\_Theqa\_Center

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.156	.032		4.808	.000		
	Shura_Center	.302	.045	.341	6.775	.000	1.000	1.000
2	(Constant)	.153	.025		6.156	.000		
	Shura_Center	.076	.037	.086	2.049	.041	.848	1.179
	Theq_Center	.750	.048	.654	15.555	.000	.848	1.179
3	(Constant)	.131	.025		5.254	.000		
	Shura_Center	.036	.038	.040	.953	.341	.793	1.261
	Theq_Center	.656	.052	.572	12.615	.000	.695	1.440
	Mod_Shura_Theqa_Center	.242	.057	.193	4.242	.000	.687	1.455

a. Dependent Variable: LTO\_Center

## Appendix 4.5: One way ANOVA and crosstab analysis (Suppliers)

### 1- Oneway ANOVA analysis for number of employees and industry

#### Descriptives

Number of employees

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Textile	13		
Leather and footwear	2	1.00	.000	.000	1.00	1.00	1	1
Chemicals	21	1.14	.655	.143	.84	1.44	1	4
Plastic	107	1.03	.166	.016	1.00	1.06	1	2
Furniture	3	1.00	.000	.000	1.00	1.00	1	1
Food and drink	52	1.15	.415	.058	1.04	1.27	1	3
Others, .....	104	1.49	.848	.083	1.33	1.66	1	4
Total	302	1.22	.596	.034	1.15	1.28	1	4

#### Test of Homogeneity of Variances

Number of employees

Levene Statistic	df1	df2	Sig.
31.572	6	295	.000

#### ANOVA

Number of employees

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.763	6	2.127	6.658	.000
Within Groups	94.247	295	.319		
Total	107.010	301			

#### Multiple Comparisons

Dependent Variable: Number of employees

	(I) Industry	(J) Industry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	Textile	Leather and footwear	.000	.429	1.000	-1.53	1.53



	Chemicals	-.143	.199	.998	-.86	.57
	Plastic	-.028	.166	1.000	-.62	.57
	Furniture	.000	.362	1.000	-1.29	1.29
	Food and drink	-.154	.175	.993	-.78	.47
	Others, .....	-.490	.166	.195	-1.08	.10
	Textile	.000	.429	1.000	-1.53	1.53
	Chemicals	-.143	.418	1.000	-1.64	1.35
Leather and footwear	Plastic	-.028	.403	1.000	-1.47	1.41
	Furniture	.000	.516	1.000	-1.84	1.84
	Food and drink	-.154	.407	1.000	-1.61	1.30
	Others, .....	-.490	.404	.961	-1.93	.95
	Textile	.143	.199	.998	-.57	.86
	Leather and footwear	.143	.418	1.000	-1.35	1.64
Chemicals	Plastic	.115	.135	.994	-.37	.60
	Furniture	.143	.349	1.000	-1.10	1.39
	Food and drink	-.011	.146	1.000	-.53	.51
	Others, .....	-.348	.135	.362	-.83	.14
	Textile	.028	.166	1.000	-.57	.62
	Leather and footwear	.028	.403	1.000	-1.41	1.47
Plastic	Chemicals	-.115	.135	.994	-.60	.37
	Furniture	.028	.331	1.000	-1.15	1.21
	Food and drink	-.126	.096	.942	-.47	.22
	Others, .....	-.462*	.078	.000	-.74	-.18
	Textile	.000	.362	1.000	-1.29	1.29
	Leather and footwear	.000	.516	1.000	-1.84	1.84
Furniture	Chemicals	-.143	.349	1.000	-1.39	1.10
	Plastic	-.028	.331	1.000	-1.21	1.15
	Food and drink	-.154	.336	1.000	-1.35	1.05
	Others, .....	-.490	.331	.900	-1.67	.69
	Textile	.154	.175	.993	-.47	.78
	Leather and footwear	.154	.407	1.000	-1.30	1.61
Food and drink	Chemicals	.011	.146	1.000	-.51	.53
	Plastic	.126	.096	.942	-.22	.47
	Furniture	.154	.336	1.000	-1.05	1.35
	Others, .....	-.337	.096	.059	-.68	.01

	Textile	.490	.166	.195	-.10	1.08
	Leather and footwear	.490	.404	.961	-.95	1.93
Others, .....	Chemicals	.348	.135	.362	-.14	.83
	Plastic	.462*	.078	.000	.18	.74
	Furniture	.490	.331	.900	-.69	1.67
	Food and drink	.337	.096	.059	-.01	.68

\*. The mean difference is significant at the 0.05 level.

## 2- One-way ANOVA analysis for length of business relationship and industry

### Descriptives

Length of the business relationship

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Textile	13	3.15	.987	.274	2.56	3.75	1	4
Leather and footwear	2	3.00	1.414	1.000	-9.71	15.71	2	4
Chemicals	21	2.29	1.102	.240	1.78	2.79	1	4
Plastic	107	2.18	.888	.086	2.01	2.35	1	4
Furniture	3	3.00	1.000	.577	.52	5.48	2	4
Food and drink	52	2.62	1.013	.140	2.33	2.90	1	4
Others, .....	104	2.30	1.096	.107	2.08	2.51	1	4
Total	302	2.36	1.027	.059	2.24	2.47	1	4

### Test of Homogeneity of Variances

Length of the business relationship

Levene Statistic	df1	df2	Sig.
2.557	6	295	.020

### ANOVA

Length of the business relationship

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.706	6	2.951	2.905	.009
Within Groups	299.671	295	1.016		
Total	317.377	301			

**Multiple Comparisons**

Dependent Variable: Length of the business relationship

	(I) Industry	(J) Industry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheff e	Textile	Leather and footwear	.154	.766	1.000	-2.58	2.89
		Chemicals	.868	.356	.430	-.40	2.14
		Plastic	.976	.296	.096	-.08	2.03
		Furniture	.154	.646	1.000	-2.15	2.46
		Food and drink	.538	.313	.812	-.58	1.66
		Others, .....	.856	.296	.219	-.20	1.92
	Leather and footwear	Textile	-.154	.766	1.000	-2.89	2.58
		Chemicals	.714	.746	.988	-1.95	3.38
		Plastic	.822	.719	.971	-1.75	3.39
		Furniture	.000	.920	1.000	-3.29	3.29
		Food and drink	.385	.726	1.000	-2.21	2.98
		Others, .....	.702	.720	.987	-1.87	3.27
	Chemicals	Textile	-.868	.356	.430	-2.14	.40
		Leather and footwear	-.714	.746	.988	-3.38	1.95
		Plastic	.108	.241	1.000	-.75	.97
		Furniture	-.714	.622	.970	-2.94	1.51
		Food and drink	-.330	.261	.952	-1.26	.60
		Others, .....	-.012	.241	1.000	-.87	.85
	Plastic	Textile	-.976	.296	.096	-2.03	.08
		Leather and footwear	-.822	.719	.971	-3.39	1.75
		Chemicals	-.108	.241	1.000	-.97	.75
		Furniture	-.822	.590	.924	-2.93	1.29
		Food and drink	-.438	.170	.362	-1.05	.17
		Others, .....	-.121	.139	.993	-.62	.38
Furniture	Textile	-.154	.646	1.000	-2.46	2.15	
	Leather and footwear	.000	.920	1.000	-3.29	3.29	
	Chemicals	.714	.622	.970	-1.51	2.94	
	Plastic	.822	.590	.924	-1.29	2.93	

	Food and drink	.385	.598	.999	-1.75	2.52
	Others, .....	.702	.590	.965	-1.41	2.81
	Textile	-.538	.313	.812	-1.66	.58
	Leather and footwear	-.385	.726	1.000	-2.98	2.21
Food and drink	Chemicals	.330	.261	.952	-.60	1.26
	Plastic	.438	.170	.362	-.17	1.05
	Furniture	-.385	.598	.999	-2.52	1.75
	Others, .....	.317	.171	.752	-.29	.93
	Textile	-.856	.296	.219	-1.92	.20
	Leather and footwear	-.702	.720	.987	-3.27	1.87
Others, .....	Chemicals	.012	.241	1.000	-.85	.87
	Plastic	.121	.139	.993	-.38	.62
	Furniture	-.702	.590	.965	-2.81	1.41
	Food and drink	-.317	.171	.752	-.93	.29

### 3- Crosstab analysis of Industry\*origin of the organization

#### Origin of the company \* Industry Crosstabulation

Count		Industry							Total
		Textile	Leather and footwear	Chemicals	Plastic	Furniture	Food and drink	Others, .....	
Origin of the company	North America	0	0	0	0	0	1	0	1
	Europe	0	0	1	0	0	0	2	3
	The Middle East	12	2	19	106	3	47	60	249
	Asia	1	0	1	1	0	1	2	6
	Others	0	0	0	0	0	3	40	43
Total		13	2	21	107	3	52	104	302

#### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	92.597 <sup>a</sup>	24	.000
Likelihood Ratio	99.002	24	.000

Linear-by-Linear Association	45.018	1	.000
N of Valid Cases	302		

a. 27 cells (77.1%) have expected count less than 5. The minimum expected count is .01.

**Symmetric Measures**

		Value	Approx. Sig.
Nominal by Nominal	Phi	.554	.000
	Cramer's V	.277	.000
N of Valid Cases		302	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

**Appendix 4.6: Regression analysis (suppliers)**

**Correlation Matrix**

		<b>Correlations</b>								
		Taarof_Center	Wasta_Center	Waad_Center	Wajh_Center	Qada_Center	Shura_Center	Theqa_Center	Performance_Center	LTO_Center
Taaroof_Center	Pearson Correlation	1	-.158**	.092	-.037	.153**	.120*	-.033	.009	.040
	Sig. (2-tailed)		.006	.110	.519	.008	.037	.568	.874	.488
	N	302	302	302	302	302	302	302	302	302
Wasta_Center	Pearson Correlation	-.158**	1	-.069	.004	-.176**	-.248**	-.082	-.111	.089
	Sig. (2-tailed)	.006		.233	.946	.002	.000	.153	.055	.122
	N	302	302	302	302	302	302	302	302	302
Waad_Center	Pearson Correlation	.092	-.069	1	-.027	.228**	.001	-.048	-.083	.043
	Sig. (2-tailed)	.110	.233		.639	.000	.990	.402	.152	.460
	N	302	302	302	302	302	302	302	302	302
Wajh_Center	Pearson Correlation	-.037	.004	-.027	1	-.043	.149**	.335**	.426**	.401**
	Sig. (2-tailed)	.519	.946	.639		.459	.009	.000	.000	.000
	N	302	302	302	302	302	302	302	302	302
Qada_Center	Pearson Correlation	.153**	-.176**	.228**	-.043	1	.012	-.005	-.115*	.066
	Sig. (2-tailed)	.008	.002	.000	.459		.841	.935	.046	.256
	N	302	302	302	302	302	302	302	302	302

Shura_Center	Pearson	.120*	-.248**	.001	.149**	.012	1	.430**	.434**	.419**
	Correlation									
	Sig. (2-tailed)	.037	.000	.990	.009	.841		.000	.000	.000
	N	302	302	302	302	302	302	302	302	302
Theqa_Center	Pearson	-.033	-.082	-.048	.335**	-.005	.430**	1	.648**	.744**
	Correlation									
	Sig. (2-tailed)	.568	.153	.402	.000	.935	.000		.000	.000
	N	302	302	302	302	302	302	302	302	302
Performance_Center	Pearson	.009	-.111	-.083	.426**	-.115*	.434**	.648**	1	.801**
	Correlation									
	Sig. (2-tailed)	.874	.055	.152	.000	.046	.000	.000		.000
	N	302	302	302	302	302	302	302	302	302
LTO_Center	Pearson	.040	-.089	-.043	.401**	-.066	.419**	.744**	.801**	1
	Correlation									
	Sig. (2-tailed)	.488	.122	.460	.000	.256	.000	.000	.000	
	N	302	302	302	302	302	302	302	302	302

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## Regression Analysis

### 1- Taarof-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.009 <sup>a</sup>	.000	-.003	.66227
2	.649 <sup>b</sup>	.421	.418	.50461
3	.651 <sup>c</sup>	.424	.418	.50430

a. Predictors: (Constant), Taarof\_Center

b. Predictors: (Constant), Taarof\_Center, Theqa\_Center

c. Predictors: (Constant), Taarof\_Center, Theqa\_Center, Mod\_Taarof\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.011	1	.011	.025	.874 <sup>b</sup>
	Residual	131.582	300	.439		
	Total	131.593	301			
2	Regression	55.457	2	27.729	108.897	.000 <sup>c</sup>
	Residual	76.135	299	.255		
	Total	131.593	301			
3	Regression	55.805	3	18.602	73.143	.000 <sup>d</sup>
	Residual	75.787	298	.254		
	Total	131.593	301			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Taarof\_Center

c. Predictors: (Constant), Taarof\_Center, Theqa\_Center

d. Predictors: (Constant), Taarof\_Center, Theqa\_Center, Mod\_Taarof\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF



1	(Constant)	.250	.038		6.568	.000		
	Taarof_Center	.010	.064	.009	.159	.874	1.000	1.000
2	(Constant)	.204	.029		6.969	.000		
	Taarof_Center	.034	.049	.031	.695	.487	.999	1.001
	Theqa_Center	.711	.048	.649	14.756	.000	.999	1.001
3	(Constant)	.201	.029		6.864	.000		
	Taarof_Center	.019	.050	.017	.383	.702	.937	1.067
	Theqa_Center	.720	.049	.657	14.781	.000	.979	1.022
	Mod_Taarof_Theqa_Center	-.134	.115	-.054	-1.170	.243	.918	1.089

a. Dependent Variable: Performance\_Center

## 2- Taarof-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.040 <sup>a</sup>	.002	-.002	.55491
2	.746 <sup>b</sup>	.557	.554	.37023
3	.748 <sup>c</sup>	.559	.555	.37001

a. Predictors: (Constant), Taarof\_Center

b. Predictors: (Constant), Taarof\_Center, Theqa\_Center

c. Predictors: (Constant), Taarof\_Center, Theqa\_Center, Mod\_Taarof\_Theqa\_Center

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.148	1	.148	.482	.488 <sup>b</sup>
	Residual	92.379	300	.308		
	Total	92.527	301			
2	Regression	51.542	2	25.771	188.010	.000 <sup>c</sup>
	Residual	40.985	299	.137		
	Total	92.527	301			
3	Regression	51.729	3	17.243	125.946	.000 <sup>d</sup>
	Residual	40.798	298	.137		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Taarof\_Center

- c. Predictors: (Constant), Taarof\_Center, Theqa\_Center  
d. Predictors: (Constant), Taarof\_Center, Theqa\_Center, Mod\_Taarof\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.085	.032		2.668	.008		
	Taarof_Center	.037	.054	.040	.694	.488	1.000	1.000
2	(Constant)	.040	.021		1.875	.062		
	Taarof_Center	.060	.036	.065	1.678	.094	.999	1.001
	Theqa_Center	.685	.035	.746	19.363	.000	.999	1.001
3	(Constant)	.042	.021		1.959	.051		
	Taarof_Center	.071	.037	.076	1.917	.056	.937	1.067
	Theqa_Center	.679	.036	.739	19.010	.000	.979	1.022
	Mod_Taarof_Theqa_Center	.098	.084	.047	1.168	.244	.918	1.089

a. Dependent Variable: LTO\_Center

### 3- Wasta-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.111 <sup>a</sup>	.012	.009	.65824
2	.651 <sup>b</sup>	.424	.420	.50359
3	.660 <sup>c</sup>	.436	.430	.49901

- a. Predictors: (Constant), Wasta\_Center  
b. Predictors: (Constant), Wasta\_Center, Theqa\_Center  
c. Predictors: (Constant), Wasta\_Center, Theqa\_Center, Mod\_Wasta\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.608	1	1.608	3.712	.055 <sup>b</sup>
	Residual	129.984	300	.433		
	Total	131.593	301			
2	Regression	55.767	2	27.883	109.951	.000 <sup>c</sup>
	Residual	75.826	299	.254		
	Total	131.593	301			
3	Regression	57.387	3	19.129	76.819	.000 <sup>d</sup>
	Residual	74.206	298	.249		
	Total	131.593	301			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Wasta\_Center

c. Predictors: (Constant), Wasta\_Center, Theqa\_Center

d. Predictors: (Constant), Wasta\_Center, Theqa\_Center, Mod\_Wasta\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.039		6.100	.000		
	Wasta_Center	-.115	.060	.111	1.963	.050	1.000	1.000
2	(Constant)	.196	.030		6.598	.000		
	Wasta_Center	-.060	.046	-.058	-1.306	.193	.993	1.007
	Theqa_Center	.705	.048	.644	14.614	.000	.993	1.007
3	(Constant)	.200	.029		6.795	.000		
	Wasta_Center	-.078	.046	-.075	-1.693	.091	.970	1.031
	Theqa_Center	.700	.048	.639	14.628	.000	.991	1.009
	Mod_Wasta_Theqa_Center	.158	.062	.112	2.551	.011	.976	1.025

a. Dependent Variable: Performance\_Center

#### 4- Wasta-Theqa-LTO

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.089 <sup>a</sup>	.008	.005	.55315
2	.744 <sup>b</sup>	.554	.551	.37165
3	.764 <sup>c</sup>	.584	.580	.35937

a. Predictors: (Constant), Wasta\_Center

b. Predictors: (Constant), Wasta\_Center, Theqa\_Center

c. Predictors: (Constant), Wasta\_Center, Theqa\_Center, Mod\_Wasta\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.736	1	.736	2.406	.122 <sup>b</sup>
	Residual	91.791	300	.306		
	Total	92.527	301			
2	Regression	51.229	2	25.614	185.448	.000 <sup>c</sup>
	Residual	41.298	299	.138		
	Total	92.527	301			
3	Regression	54.040	3	18.013	139.477	.000 <sup>d</sup>
	Residual	38.487	298	.129		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Wasta\_Center

c. Predictors: (Constant), Wasta\_Center, Theqa\_Center

d. Predictors: (Constant), Wasta\_Center, Theqa\_Center, Mod\_Wasta\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.075	.032		2.299	.022		
	Wasta_Center	-.078	.050	.089	2.00	.046	1.000	1.000

2	(Constant)	.036	.022		1.651	.100		
	Wasta_Center	-.025	.034	-.028	-.725	.469	.993	1.007
	Theqa_Center	.681	.036	.741	19.120	.000	.993	1.007
3	(Constant)	.042	.021		1.975	.049		
	Wasta_Center	-.048	.033	-.055	-1.457	.146	.970	1.031
	Theqa_Center	.674	.034	.734	19.561	.000	.991	1.009
	Mod_Wasta_Theqa_Center	.208	.045	.176	4.666	.000	.976	1.025

a. Dependent Variable: LTO\_Center

### 5- Waad-Theqa-Performance

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.083 <sup>a</sup>	.007	.004	.66003
2	.650 <sup>b</sup>	.423	.419	.50387
3	.655 <sup>c</sup>	.429	.423	.50234

a. Predictors: (Constant), Waad\_Center

b. Predictors: (Constant), Waad\_Center, Theqa\_Center

c. Predictors: (Constant), Waad\_Center, Theqa\_Center, Mod\_Waad\_Theqa\_Center

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.901	1	.901	2.067	.152 <sup>b</sup>
	Residual	130.692	300	.436		
	Total	131.593	301			
2	Regression	55.682	2	27.841	109.663	.000 <sup>c</sup>
	Residual	75.910	299	.254		
	Total	131.593	301			
3	Regression	56.394	3	18.798	74.494	.000 <sup>d</sup>
	Residual	75.198	298	.252		
	Total	131.593	301			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Waad\_Center

c. Predictors: (Constant), Waad\_Center, Theqa\_Center

d. Predictors: (Constant), Waad\_Center, Theqa\_Center, Mod\_Waad\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.255	.038		6.694	.000		
	Waad_Center	-.103	.072	-.083	-1.438	.152	1.000	1.000
2	(Constant)	.206	.029		7.043	.000		
	Waad_Center	-.064	.055	-.051	-1.171	.243	.998	1.002
	Theqa_Center	.708	.048	.646	14.689	.000	.998	1.002
3	(Constant)	.205	.029		7.002	.000		
	Waad_Center	-.051	.055	-.041	-.931	.353	.979	1.022
	Theqa_Center	.695	.049	.634	14.295	.000	.974	1.027
	Mod_Waad_Theqa_Center	-.157	.093	-.075	-1.680	.094	.956	1.046

a. Dependent Variable: Performance\_Center

**6- Waad-Theqa-LTO**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.043 <sup>a</sup>	.002	-.002	.55485
2	.744 <sup>b</sup>	.553	.550	.37196
3	.754 <sup>c</sup>	.569	.565	.36584

a. Predictors: (Constant), Waad\_Center

b. Predictors: (Constant), Waad\_Center, Theqa\_Center

c. Predictors: (Constant), Waad\_Center, Theqa\_Center, Mod\_Waad\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.168	1	.168	.546	.460 <sup>b</sup>
	Residual	92.359	300	.308		
	Total	92.527	301			
2	Regression	51.160	2	25.580	184.893	.000 <sup>c</sup>
	Residual	41.367	299	.138		

	Total	92.527	301			
	Regression	52.643	3	17.548	131.109	.000 <sup>d</sup>
3	Residual	39.884	298	.134		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Waad\_Center

c. Predictors: (Constant), Waad\_Center, Theqa\_Center

d. Predictors: (Constant), Waad\_Center, Theqa\_Center, Mod\_Waad\_Theqa\_Center

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.087	.032		2.704	.007		
	Waad_Center	-.045	.060	.043	2.10	.037	1.000	1.000
2	(Constant)	.040	.022		1.826	.069		
	Waad_Center	-.007	.041	-.007	-.173	.863	.998	1.002
	Theqa_Center	.683	.036	.743	19.198	.000	.998	1.002
3	(Constant)	.037	.021		1.740	.083		
	Waad_Center	.012	.040	.011	.287	.775	.979	1.022
	Theqa_Center	.664	.035	.723	18.767	.000	.974	1.027
	Mod_Waad_Theqa_Center	-.226	.068	.129	3.328	.001	.956	1.046

a. Dependent Variable: LTO\_Center

## 7- Wajh-Theqa-Performance

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426 <sup>a</sup>	.182	.179	.59915
2	.685 <sup>b</sup>	.470	.466	.48306
3	.719 <sup>c</sup>	.517	.512	.46203

- a. Predictors: (Constant), Wajh\_Center
- b. Predictors: (Constant), Wajh\_Center, Theqa\_Center
- c. Predictors: (Constant), Wajh\_Center, Theqa\_Center, Mod\_Wajh\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.898	1	23.898	66.571	.000 <sup>b</sup>
	Residual	107.695	300	.359		
	Total	131.593	301			
2	Regression	61.821	2	30.911	132.465	.000 <sup>c</sup>
	Residual	69.771	299	.233		
	Total	131.593	301			
3	Regression	67.979	3	22.660	106.151	.000 <sup>d</sup>
	Residual	63.613	298	.213		
	Total	131.593	301			

- a. Dependent Variable: Performance\_Center
- b. Predictors: (Constant), Wajh\_Center
- c. Predictors: (Constant), Wajh\_Center, Theqa\_Center
- d. Predictors: (Constant), Wajh\_Center, Theqa\_Center, Mod\_Wajh\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.208	.035		5.972	.000		
	Wajh_Center	.522	.064	.426	8.159	.000	1.000	1.000
2	(Constant)	.186	.028		6.589	.000		
	Wajh_Center	.289	.055	.236	5.273	.000	.888	1.126
	Theqa_Center	.624	.049	.570	12.748	.000	.888	1.126
3	(Constant)	.148	.028		5.307	.000		
	Wajh_Center	.158	.058	.129	2.732	.007	.730	1.370
	Theqa_Center	.651	.047	.594	13.824	.000	.878	1.139



Mod_Wajh_Theq a_Center	.409	.076	.239	5.371	.000	.820	1.219
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a. Dependent Variable: Performance\_Center

## 8- Wajh-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 <sup>a</sup>	.160	.158	.50885
2	.761 <sup>b</sup>	.579	.576	.36101
3	.762 <sup>c</sup>	.581	.576	.36087

a. Predictors: (Constant), Wajh\_Center

b. Predictors: (Constant), Wajh\_Center, Theqa\_Center

c. Predictors: (Constant), Wajh\_Center, Theqa\_Center, Mod\_Wajh\_Theqa\_Center

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.849	1	14.849	57.351	.000 <sup>b</sup>
	Residual	77.677	300	.259		
	Total	92.527	301			
2	Regression	53.559	2	26.780	205.482	.000 <sup>c</sup>
	Residual	38.968	299	.130		
	Total	92.527	301			
3	Regression	53.720	3	17.907	137.506	.000 <sup>d</sup>
	Residual	38.807	298	.130		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Wajh\_Center

c. Predictors: (Constant), Wajh\_Center, Theqa\_Center

d. Predictors: (Constant), Wajh\_Center, Theqa\_Center, Mod\_Wajh\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.051	.030		1.734	.084		
	Wajh_Center	.412	.054	.401	7.573	.000	1.000	1.000
2	(Constant)	.028	.021		1.353	.177		
	Wajh_Center	.176	.041	.171	4.294	.000	.888	1.126
	Theqa_Center	.630	.037	.686	17.234	.000	.888	1.126
3	(Constant)	.022	.022		1.029	.304		
	Wajh_Center	.155	.045	.150	3.426	.001	.730	1.370
	Theqa_Center	.635	.037	.691	17.262	.000	.878	1.139
	Mod_Wajh_Theqa_Center	.066	.059	.046	1.111	.268	.820	1.219

a. Dependent Variable: LTO\_Center

**9- Qada-Theqa-Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115 <sup>a</sup>	.013	.010	.65793
2	.658 <sup>b</sup>	.433	.429	.49956
3	.670 <sup>c</sup>	.449	.444	.49312

a. Predictors: (Constant), Qada\_Center

b. Predictors: (Constant), Qada\_Center, Theqa\_Center

c. Predictors: (Constant), Qada\_Center, Theqa\_Center, Mod\_Qada\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.731	1	1.731	3.999	.046 <sup>b</sup>
	Residual	129.862	300	.433		
	Total	131.593	301			
2	Regression	56.974	2	28.487	114.149	.000 <sup>c</sup>
	Residual	74.619	299	.250		

	Total	131.593	301			
	Regression	59.128	3	19.709	81.052	.000 <sup>d</sup>
3	Residual	72.465	298	.243		
	Total	131.593	301			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Qada\_Center

c. Predictors: (Constant), Qada\_Center, Theqa\_Center

d. Predictors: (Constant), Qada\_Center, Theqa\_Center, Mod\_Qada\_Theqa\_Center

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.282	.041		6.870	.000		
	Qada_Center	-.110	.055	.115	2.000	.046	1.000	1.000
2	(Constant)	.234	.031		7.467	.000		
	Qada_Center	-.107	.042	-.112	-2.563	.011	1.000	1.000
	Theqa_Center	.710	.048	.648	14.878	.000	1.000	1.000
3	(Constant)	.230	.031		7.433	.000		
	Qada_Center	-.085	.042	-.089	-2.038	.042	.970	1.031
	Theqa_Center	.755	.049	.689	15.262	.000	.907	1.103
	Mod_Qada_Theqa_Center	-.313	.105	.136	2.976	.003	.882	1.133

a. Dependent Variable: Performance\_Center

### 10- Qada-Theqa-LTO

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.066 <sup>a</sup>	.004	.001	.55416
2	.746 <sup>b</sup>	.557	.554	.37037
3	.758 <sup>c</sup>	.574	.570	.36368

a. Predictors: (Constant), Qada\_Center

b. Predictors: (Constant), Qada\_Center, Theqa\_Center

c. Predictors: (Constant), Qada\_Center, Theqa\_Center,  
Mod\_Qada\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.398	1	.398	1.294	.256 <sup>b</sup>
	Residual	92.129	300	.307		
	Total	92.527	301			
2	Regression	51.512	2	25.756	187.762	.000 <sup>c</sup>
	Residual	41.015	299	.137		
	Total	92.527	301			
3	Regression	53.112	3	17.704	133.850	.000 <sup>d</sup>
	Residual	39.415	298	.132		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Qada\_Center

c. Predictors: (Constant), Qada\_Center, Theqa\_Center

d. Predictors: (Constant), Qada\_Center, Theqa\_Center,  
Mod\_Qada\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.100	.035		2.884	.004		
	Qada_Center	-.053	.046	.066	2.00	.023	1.000	1.000
2	(Constant)	.054	.023		2.304	.022		
	Qada_Center	-.050	.031	-.062	-1.611	.108	1.000	1.000
	Theqa_Center	.683	.035	.743	19.304	.000	1.000	1.000
3	(Constant)	.050	.023		2.199	.029		
	Qada_Center	-.031	.031	-.039	-1.009	.314	.970	1.031
	Theqa_Center	.721	.036	.785	19.782	.000	.907	1.103
	Mod_Qada_Theqa_Center	-.270	.078	.140	3.478	.001	.882	1.133

a. Dependent Variable: LTO\_Center

## 11- Shura-Theqa-Performance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 <sup>a</sup>	.189	.186	.59658
2	.671 <sup>b</sup>	.450	.447	.49191
3	.704 <sup>c</sup>	.495	.490	.47202

a. Predictors: (Constant), Shura\_Center

b. Predictors: (Constant), Shura\_Center, Theqa\_Center

c. Predictors: (Constant), Shura\_Center, Theqa\_Center, Mod\_Shura\_Theqa\_Center

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.820	1	24.820	69.737	.000 <sup>b</sup>
	Residual	106.773	300	.356		
	Total	131.593	301			
2	Regression	59.242	2	29.621	122.412	.000 <sup>c</sup>
	Residual	72.351	299	.242		
	Total	131.593	301			
3	Regression	65.197	3	21.732	97.541	.000 <sup>d</sup>
	Residual	66.395	298	.223		
	Total	131.593	301			

a. Dependent Variable: Performance\_Center

b. Predictors: (Constant), Shura\_Center

c. Predictors: (Constant), Shura\_Center, Theqa\_Center

d. Predictors: (Constant), Shura\_Center, Theqa\_Center, Mod\_Shura\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.194	.035		5.538	.000	1.000	1.000
	Shura_Center	.400	.048	.434	8.351	.000		

2	(Constant)	.184	.029		6.383	.000		
	Shura_Center	.176	.044	.191	4.018	.000	.815	1.227
	Theqa_Center	.620	.052	.566	11.927	.000	.815	1.227
3	(Constant)	.147	.029		5.130	.000		
	Shura_Center	.169	.042	.184	4.026	.000	.814	1.228
	Theqa_Center	.505	.055	.461	9.241	.000	.680	1.471
	Mod_Shura_Theqa_Center	.236	.046	.239	5.170	.000	.793	1.260

a. Dependent Variable: Performance\_Center

## 12- Shura-Theqa-LTO

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 <sup>a</sup>	.176	.173	.50419
2	.752 <sup>b</sup>	.565	.562	.36687
3	.793 <sup>c</sup>	.629	.625	.33935

a. Predictors: (Constant), Shura\_Center

b. Predictors: (Constant), Shura\_Center, Theqa\_Center

c. Predictors: (Constant), Shura\_Center, Theqa\_Center, Mod\_Shura\_Theqa\_Center

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.266	1	16.266	63.987	.000 <sup>b</sup>
	Residual	76.261	300	.254		
	Total	92.527	301			
2	Regression	52.284	2	26.142	194.233	.000 <sup>c</sup>
	Residual	40.243	299	.135		
	Total	92.527	301			
3	Regression	58.210	3	19.403	168.497	.000 <sup>d</sup>
	Residual	34.317	298	.115		
	Total	92.527	301			

a. Dependent Variable: LTO\_Center

b. Predictors: (Constant), Shura\_Center

c. Predictors: (Constant), Shura\_Center, Theqa\_Center

d. Predictors: (Constant), Shura\_Center, Theqa\_Center, Mod\_Shura\_Theqa\_Center

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.039	.030		1.312	.191		
	Shura_Center	.324	.040	.419	7.999	.000	1.000	1.000
2	(Constant)	.029	.022		1.348	.179		
	Shura_Center	.094	.033	.122	2.895	.004	.815	1.227
	Theqa_Center	.635	.039	.691	16.359	.000	.815	1.227
3	(Constant)	-.008	.021		-.402	.688		
	Shura_Center	.088	.030	.114	2.907	.004	.814	1.228
	Theqa_Center	.520	.039	.566	13.223	.000	.680	1.471
	Mod_Shura_Theqa_Center	.235	.033	.284	7.174	.000	.793	1.260

a. Dependent Variable: LTO\_Center

