

YEDİTEPE UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES

**INVESTIGATION OF PURCHASING BEHAVIOR IN INDUSTRIAL
MARKETS AND BUYER-SUPPLIER RELATIONSHIP QUALITY**



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İstanbul - 2024

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ABSTRACT

The impact of firms engaged in product and/or service sales on buyers when selling a product and/or service is highly significant. Understanding the factors that buyers prioritize in maintaining or enhancing relationship quality during the purchasing process is crucial for developing effective strategies. The objective of this dissertation is to investigate the role of rational factors and emotional factors, particularly from the buyer's perspective, in developing behaviors or tendencies such as satisfaction, loyalty, and long-term relationship tendency, which are important in buyer-supplier relationships. In line with this objective, data were collected through a survey from 213 individuals representing firms operating in Türkiye and actively working in these companies. The collected data were analyzed using frequency analyses of demographic questions, normality tests, reliability, factor analysis, standard multiple regression, Pearson correlation analysis, and ANOVA. The findings indicate that attendees positively perceive relationship quality between buyers and sellers. Additionally, statistically meaningful positive relationships were found between the sub-dimensions of relationship quality and feelings of satisfaction, commitment, and relationship tendency. In addition, It was concluded that the sub-dimensions of relationship value affect levels of loyalty, with adaptation to innovation and brand portfolio reputation; levels of loyalty are influenced by the reputation of the brand portfolio, the supplier's previous reputation, and innovation to adaptation; finally, the brand portfolio reputation and the supplier's reputation from the past affect levels of relationship orientation. The results of this study are expected to provide significant contributions to practitioners in the field.

Keywords: Purchasing Behavior in Industrial Markets, Buyer-Suppliers Relationships

ÖZET

Malzeme satışı ve/veya hizmet satışı gerçekleştiren firmaların, bir ürünü ve/veya hizmeti gerçekleştirdikleri satış sürecinde alıcılar üzerindeki etkisi son derece önemlidir. Alıcıların satın alma sürecinde ilişki kalitesini koruma veya artırma konusunda öncelik verdikleri faktörleri anlamak, etkili stratejiler geliştirmek için büyük öneme sahiptir. Bu araştırma alıcı-tedarikçi ilişkilerinde önemli olan memnuniyet, sadakat ve uzun vadeli ilişki yönelimi gibi davranışları geliştirmede, özellikle alıcının bakış açısından rasyonel ve duygusal faktörlerin rolünü incelemeyi amaçlamaktadır. Bu amaç doğrultusunda, Türkiye'de faaliyet gösteren ve aktif olarak bu firmalarda çalışan 213 bireyden anket aracılığıyla veri toplandı. Toplanan veriler, demografik soruların frekans analizleri, normal dağılım testleri, güvenilirlik, faktör analizi, standart çoklu regresyon, Pearson korelasyon analizi ve ANOVA kullanılarak analiz edildi. Bulgular, katılımcıların alıcılar ve satıcılar arasındaki ilişki kalitesini olumlu algıladıklarını göstermektedir. Ayrıca, ilişki kalitesi alt boyutları ile memnuniyet, sadakat ve uzun süreli ilişki eğilimleri arasında istatistiksel olarak anlamlı pozitif ilişkiler bulunmuştur. İlave olarak, ilişki kalitesinin alt boyutlarının, yeniliğe adaptasyon ve marka portföyü itibarının sadakat düzeyini; marka portföyünün itibarı, tedarikçinin geçmişten gelen şöhretinin ve yeniliğe adaptasyonun bağlılık düzeyini; son olarak ise marka portföyünü itibarının ve tedarikçinin geçmişten gelen şöhretinin uzun süreli ilişki yönelimi düzeylerini etkilediği belirlenmiştir. Bu çalışmanın sonuçlarının, alanında uygulamacılara önemli katkılar sağlaması beklenmektedir.

Anahtar Kelimeler: Endüstriyel Pazarlarda Satın alma Davranışları, Alıcı-Tedarikçi İlişkileri

ACKNOWLEDGMENTS

I would like to express my gratitude to my advisor Prof. Dr. Yusuf Can ERDEM for his guidance throughout this study and my master's education.

Gamze TEZCAN TEMELLİ



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1. INTRODUCTION

Traditional marketing focuses on the final consumer, which represents the final stage of the value chain. Before reaching the consumer, a product undergoes diverse alterations and processes initiated by various entities within the value chain (Johansson et al., 2006). These pre-sales activities, spanning from the selection of raw materials to production and packaging, are interlinked with business transactions among companies operating in commercial markets.

As outlined by Anderson et al. (2009), business markets encompass entities such as, governments, corporation, or companies that procure properties and services either for their utilization, integration into their merchandisers or services, or for resale alongside other offerings. Distinct from consumer markets, business-to-business marketing becomes essential, involving activities like selecting, developing, and managing customer relationships based on the capabilities, resources, strategies, goals, and technological advancements of both involved parties (Ford et al., 2006).

Past expressions of commercial relations are often mentioned to as relationships of interest or collaborations among businesses. These relationships emerge through the cooperation and communication among one or more institutions or firms toward a shared objective, leading to various activities aligned with common goals. "Buyer-Supplier relations" is a significant outcome, acknowledged as one of the pivotal business relationships. Successful organizations recognize the substantial impact of relationships cultivated with both customers and suppliers in today's fiercely competitive environment (Uslu, 2019).

Nowadays, almost all businesses work integrated with other businesses regarding the products they produce. In other words; None of the businesses can produce all of the products, and so they are dependent on other companies. Suppliers have an important role in this scenario, where their performance significantly influences the quality, timely delivery, and reasonable pricing of the final product. When buyers and suppliers collaborate, share experiences, and work toward mutual goals, they leverage each other's facilities and capabilities (Tektaş and Kavak, 2010). For this reason, the effectiveness of buyer-supplier relationships directly impacts business performance, with factors such as

relationship quality and compatibility influencing the process of enhancing business performance (Uslu, 2019).

With the escalating competitiveness in the business environment, a dyadic perspective on buyer-seller relations is gaining prominence. It emphasizes the necessity for both partners to be actively engaged for mutual success, pooling their efforts to enhance collective performance and augment the value of their offerings. Scholars are progressively emphasizing the creation of enduring, mutually beneficial partnerships, leading to the emergence of the notion known as "Quality of Relationship." (da Cunha, 2016). For this reason, this study delves into the factors determining "buyer-supplier relationship quality."



2. THEORETICAL FRAMEWORK

In this part of the study, the underlying conceptual structure is deliberated upon. Within this context, elucidations are provided concerning the structural dynamics of industrial markets, the procurement process, and purchasing behavior in industrial settings. Additionally, attention is given to the influencing factors on organizational buying behavior, the formulation of purchasing strategies in the industrial market, and the pivotal concepts of relationship marketing and buyer-supplier relationships in industrial markets. The discussion extends to encompass the dimensions of buyer-supplier value of relationship, the agents that influence quality of relationship, and the consequential aspects of satisfaction, commitment, and long-term relationship orientation within these constructs. Relevant findings from existing literature are incorporated into certain segments for comprehensive coverage.

2.1. Industrial Markets

Industrial markets encompass all individuals and organizations involved in the acquisition of goods and offering that are rented, supplied or sold to firms. These markets exhibit distinct structures and characteristics compared to final consumer markets. The nature and features of industrial markets are grounded in the concept of industrial products (Eroğlu, 2005). Unlike the internal market of a nation, which includes primary customers, final customers, families, individuals, non-commercial organizations, businesses, and the industrial market comprises groups that emerged with industrialization, where goods and services are bought and sold for manufacturing and consumption endeavors, or as raw resources and supplementary items in their creation. In essence, industrial markets are constituted by organizations acquiring products and offerings for using in the manufacturing of items to be sold or rented (Uslu, 2019). There are several differences between making purchases by organizations and making purchases by individual consumers.

According to Dwyer and Tanner (2003), the difference between these types of purchases is due to different needs. Individual consumers buy products or services for their consumption, but industrial customers buy them to meet the demands of the business. Factors other than the needs affect the nature of commercial purchases such as customer

types, product types, customer size, and location, rigorous standards and complex purchasing processes, nature of request, and nature of business relationships. Each of these factors will be described below:

2.1.1 Types of Business Customers

There exist four distinct categories of business customers: enterprises that utilize the product or service (for instance, original equipment manufacturers), establishments, governmental agencies, and companies engaged in both procurement and resale of the product (Dwyer and Tanner, 2003).

- **Original Equipment Manufacturers**

When a company procures a service or product to integrate into its final product, it assumes the role of an original equipment manufacturer (OEM). For example, General Motors may acquire gauges to be incorporated into the dashboards of its automobiles. In this scenario, General Motors operates as an OEM.

- **Users**

In the case where General Motors purchases copier paper from Xerox, GM functions as the business equivalent of an end consumer or user. GM also serves as a user for various services, including accounting and computer services, along with market research obtained from service bureaus such as Donnelly and J.D. Power.

- **Government Agencies**

Government entities are categorized as B2B (business-to-business) entities and may, in some cases, be the exclusive customers for certain products (Solomon et al., 2012). According to Dwyer and Tanner (2003), the United States government stands as the largest purchaser of goods and services. The federal government, as the nation's largest landlord, rents and maintains more properties than any other individual organization. Governments engage in the acquisition and utilization of diverse products, and in some instances, they may be the sole customer for specific products. Across various countries, governments are likely the exclusive buyers of items such as tanks and other armored weapons systems.

- **Institutions**

Non-profit institutions, primarily focused on educational and community objectives, operate within business markets, often constrained by small budgets. This category encompasses hospitals, universities, museums, and charitable organizations, each following varying purchasing procedures (Solomon et al., 2012).

According to Dwyer and Tanner (2003), Institutions encompass entities such as nursing homes, hospitals, schools, churches, and charitable organizations. While some of these organizations may adopt procurement procedures akin to those employed by government agencies, others may prefer less standardized approaches. Hospitals, nursing homes, psychiatric facilities, and substance abuse centers engage in acquisitions pertinent to the provision of medical services, employing criteria akin to those utilized by original equipment manufacturers (OEMs) in their procurement processes.

- **Industrial Distributors**

Industrial distributors are entities specializing in providing industrial companies with products and services. For instance, Waco Hotel and Motel Supply offer a comprehensive array of supplies, including office, cleaning, restaurant, and pool supplies, catering to the diverse needs of running a hotel or motel. These distributors render services reminiscent of those provided by wholesalers and retailers in consumer goods markets; they procure substantial quantities of specific products and subsequently distribute smaller quantities to a broad spectrum of industrial users or OEMs (Dwyer and Tanner, 2003).

2.1.2. Types of Products

Products are categorized based on the acquiring organization and their intended purposes. The primary distinction lies in whether a product constitutes an integral component of the organization's final output or if it serves to facilitate the company's internal activities. Products contributing to the final output encompass raw materials, manufactured materials, parts (or Original Equipment Manufacturer (OEM) parts), and assemblies. Raw materials undergo minimal processing necessary for economic management and distribution; manufactured materials result from the transformation of raw materials and require further processing for sale; parts are components assembled in

the final product without significant alteration. Facilitating products streamline a company's pursuit of its objectives but do not form part of the ultimate product. This category encompasses accessory equipment (such as hand tools and other light tools), capital goods (also referred to as facilities, representing large equipment employed in the production process), and Maintenance, Repair, and Operations (MRO) items. MRO items, sold to users for operational use within the company, include products like photocopier paper. An alternative term for MRO articles is "Facilitating supplies" or "facilitating services," given that they contribute to the company's efforts without constituting a component of the final product. Services such as banking, market research, advertising, and transportation also fall under this category (Dwyer and Tanner, 2003).

2.1.3. Size and Location of Customers

The magnitude and whereabouts of clients present distinctive challenges for business marketers that differ from those encountered by marketers targeting individual consumers. Business customers, being more sizable compared to individual consumers, assume greater significance in determining the financial prosperity of a business. Furthermore, the number of individual business customers is generally lower. For instance, in cases where a company's product constitutes components utilized in new automobiles, the potential pool of buyers is limited to a handful of manufacturers. The dissatisfaction of a single customer can wield considerable influence over the company's standing (Dwyer and Tanner, 2003).

The authors say that business customers exhibit a proclivity for geographical concentration. Industries often burgeon in proximity to essential resources. Illustratively, the production of steel necessitates resources such as limestone, iron ore, energy, proximity to customers, and labor accessibility. In the mid-20th century, strategic access to ore in the Minnesota Iron District, coal from the Dakotas, Kentucky, and Pennsylvania, as well as proximity to major river systems and the Great Lakes, positioned cities like Chicago, Cleveland, and Pittsburgh as pivotal hubs for steel production. Although subsequent advancements in water transportation and economies of scale transformed steel into an internationally traded commodity, the initial location of the steel industry revolved around these foundational supply sources.

While business markets often exhibit geographical concentration, their orientation is concurrently global. Business competition adopts a more global character due to the scarcity of customers, their larger scale, and their tendency to be geographically clustered across various regions worldwide.

2.1.4. Purchasing Standards and Processes

Business purchasers often impose rigorous performance criteria on their acquisitions. Procurement processes involve multi-person teams and seasoned buyers who hold formal accountability for assessing both products and vendors. The inputs must align with designated design specifications, budgetary constraints, stipulated delivery timelines, and similar criteria. Various organizational mechanisms are in place to uphold the enforcement of these stringent standards (Dwyer and Tanner, 2003).

The purchasing decision is not just an outcome, it is an organizational process of making decisions and the result of a contract (F. E. Webster, 1991).

The process of organizational customers' making decisions is very different from the decision-making process of individual customers. Viewing this decision-making process involves understanding this type of customer as users, payers, and end-buyers. Among the organizational consumers are companies, government, institutions (such as universities, hospitals, religious groups, etc.), and resellers - such as wholesalers and retailers - which generally assume only the role of buyers and payers (Sheth et al, 1999).

The purchasing models most commonly mentioned in the literature will be examined below.

2.1.4.1. Buying model of Robinson, Faris, and Wind

Robinson, Faris, and Wind (1967) dealt with industrial buying as a process of making decision in which several actors decide on the buying process. Your template consists of an array of purchase categories and phases of the purchase process. The authors proposed a classification of buying decisions in organizations, calling them purchasing categories, which can be observed in Table 1 below.

Table 1. Purchase Categories of Robinson, Faris, and Wind (1967)

Routine repurchase	It happens when the organization returns to purchase without any modification, the orders are made of routine form by the sector of purchases. Taking previous satisfaction as a parameter, the buyer chooses among suppliers from a list.
Modified repurchase	In this situation, the buyer wants to change the specifications, price, payment terms, or even change supplier. Such a process involves more participants than routine repurchases.
New buy	It involves more complexity in terms of decision making.

The authors also described the organizational purchasing process in eight distinct but interrelated sequential stages, is illustrated in Table 2 hereunde.

Table 2. Stages of the organizational buying process of Robinson, Faris, and Wind (1967)

Process stage	Process description
1. Identification of the issue	An individual within the organization becomes cognizant of a challenge or requirement that can be addressed through acquiring a product.
2. Overview of the need	The general characteristics of the required items are determined.
3. Product Specification	The products' technical features are developed.
4. Search for suppliers	Those responsible for the purchase seek to identify the most appropriate

	suppliers.
5. Request for proposal	Qualified suppliers are required to submit their proposals.
6. Supplier selection	From the specific criteria of each purchasing center, the suppliers are evaluated and at least one of them is selected to make the purchase.
7. Routine Order Specification	The final form of the order is negotiated, involving technical specifications, requested quantities, delivery period, guarantee conditions, etc.
8. Performance Review	Periodically an evaluation of the suppliers' performance is made, which is used as an evaluation criterion in the selection of suppliers for new purchases.

Source: Robinson, Faris, and Wind (1967)

The authors studied and proposed a model for different types of organizational purchases, as presented in the table, which points out differences between purchases of products that the company never bought against products that the company routinely purchases. It is a model for the steps of the organizational purchase, consisting of eight sequential steps, with the beginning of the identification of the problem and the end in the performance analysis of the supplier.

Webster and Wind (1972), unlike the previous model, discussed different types of organizational purchasing and the various phases of the organizational purchasing progression, Webster and Wind (1972) identified the main variables involved in the understanding of the organizational purchasing process.

2.1.4 2. The Webster and Wind model (1972)

In their approach to organizational consumer behavior, Webster and Wind (1972) point out that organizational purchasing is done in the context of the official organization, affected by budgets, costs, and profit considerations. In addition, this type of purchasing

usually involves lots of human beings in the process of making decisions, and there are complicated coactions between individual and organizational goals.

In this context, the authors consider that proposed models can be very useful for industrial marketing professionals, since they help them to determining goals for the marketing, types of information needed and decision-making criteria for various purchasing decision makers.

The proposed model was presented as a structure identifying the main variables involved in understanding buying process of the organization. Before the model, marketers face the challenge of delineating the role of the place of purchase within the consumer organization, outlining the makeup of the purchasing unit, and comprehending the arrangement of roles and decision-making power within the procurement unit.

The variables of the model will be presented and discussed and finally, the structure of the model will be presented.

- **The Environment (Environmental determinants for purchasing behavior):**

According to the authors, environmental influences are persuasive and challenging to recognize and assess, impacting facilitating the purchase procedure through the provision of details, creating limitations, and presenting possibilities. Environmental variables encompass tangible elements (location, environmental, or climate), technological factors, economic elements, political considerations, legal dimensions, and cultural aspects. These variables exert their influence across various institutions, including business enterprises (suppliers, competitors, and consumers), government bodies, political parties, trade unions, medical and educational institutions, business associations, and professional groups.

Environmental influences manifest through different modes. Firstly, there is the issue of product and service availability, primarily influenced by technological, physical, and economic factors. Secondly, they articulate the overall business environment concerning the acquiring entity, such as economic growth rate, population income levels, and unemployment. The factors involved here are predominantly economic and political.

Thirdly, environmental elements set the norms and values directing inter-organizational and interpersonal interactions between purchasers and vendors, competitors, purchasing organizations, and other institutions. These values and standards may be contained in laws or may be implied. The forces involved in this case are cultural, social, legal, and political. Lastly, environmental factors shape the flow of information reaching the purchasing organization, encompassing the transmission of marketing messages from prospective suppliers via widespread media and various interpersonal and non-personal channels. This information flow reflects tangible, financial, technological, and cultural elements.

According to the authors, marketing strategists must meticulously assess each environmental factor, identifying and analyzing the institutions influenced by each of the market segments served.

- **The Organization (organizational determinants of purchasing behavior):**

The authors emphasize that Organizational elements induce individual decision-makers to act in ways divergent from their behavior in isolation or within an alternative organizational context. The buying behavior of organizations is steered constrained by the goals of the organization and defined by its human, technological, and financial capacities. In elucidating organizational-related variables, the authors employ the Leavitt3 scheme (Webster and Wind, 1972). According to this scheme, organizations are intricate systems comprised of variable sets that interact with one another:

- **Tasks:** The activities requisite for achieving the organization's objectives.
- **Structure:** Subsystems governing communication, rewards, status, authority, and workflow.
- **Problem-solving technology:** Utilized by companies to organize and manage work, including plant, equipment, and programs;
- **People:** The active participants within the system.

Each of the aforementioned subsystems interacts and exhibits interdependence, collectively shaping the expectations, information, objectives, attitudes, and assumptions employed by individual actors in their decision-making processes. Webster and Wind

(1972) underscore that this model defines the four sets of variables crucial for crafting marketing strategies aimed at influencing this intricate organizational decision-making process.

- **The Purchasing Center:**

The purchasing center is delineated through five distinct roles, detailed below:

- **Users:** Individuals within the organization utilizing the procured products and services.
- **Buyers:** Those formally entrusted with the responsibility and authority to execute purchases.
- **Influencers:** Individuals either directly or indirectly shaping the decision-making progression by offering information and criteria to evaluate alternative purchase actions.
- **Decision Makers:** Individuals vested with the authority to select among alternative purchase actions.
- **Guardians:** Individuals regulating the dissemination of information (and equipments) within the purchasing center.

It is noteworthy that a few people may assume the similar act, and conversely, a person may undertake multiple roles—illustratively, a buyer could also serve as a guardian. Given that individuals operate within the broader organizational context, the behavior of purchasing center members mirrors the impact of external forces, along with the impact of the procurement task, organizational framework, and technological aspects. This intricate interplay culminates in a unified purchasing behavior unique to each organization.

- **Individual Participants:**

Upon closer scrutiny, all organizational purchasing behavior fundamentally stems from individual conduct. Solely the individual, whether acting independently or as part of a group, possesses the capacity to define and analyze situations involving buying, decision-making, and subsequent actions. Within this behavioral realm, individuals are derived by a nuanced amalgamation of individual and corporate goals, circumscribed by information,

guidelines and the official structure's filters, and subject to influence from fellow members of the purchasing unit. The focal point of marketing endeavors is the specific individual, not an abstract organizational entity. The psychological processes influencing the organizational purchaser, encompassing individual characteristics, recognized roles, drive, understanding, and adaptation, constitute essential factors shaping responses to buying situations and marketing stimuli provided by sales professionals. The authors underscore the significance, akin to consumer markets, of comprehending the psychological characteristics of organizational buyers, particularly their predispositions, preference structures, and decision models, serving as foundational elements for informed marketing strategy decisions.

2.1.4.3. The Sheth Model

The paper by Sheth (1973) aimed at integrating existing knowledge about organizational buying into a literal and extensive model of buying behavior.

The author highlighted the prevailing understanding of organizational buying behavior up to that point, categorizing it into three distinct groups. Firstly, there existed a substantial amount of systematic empirical research delving into the policies and practices of agents and other organizational buyers. The second category encompassed industry reports and insights gleaned from observations made by industrial buyers. Lastly, the third category comprised monographs, books, and articles analyzing, theorizing, modeling, and occasionally referencing the activities of organizational buyers.

Building upon this existing knowledge, the author proposed a comprehensive model with the aim of broadening the research perspective on organizational buying behavior. This model sought to incorporate key elements and their interactions, acting as a catalyst for the development of marketing information systems from the industrial buyer's standpoint. Furthermore, the model aimed to generate novel hypotheses for future research concerning the fundamental processes of purchasing behavior.

Sheth (1973) identified three distinct facets constituting organizational buying behavior. Firstly, it involves the psychological realm of individuals participating in the process. Secondly, it encompasses the conditions leading to joint decisions among these

individuals. Lastly, it recognizes the inevitable conflicts between decision-makers and the diverse tactics employed for their resolution.

The author extensively delves into various aspects of the psychological world of individuals, including decision-makers' expectations regarding suppliers and brands. The model outlined processes contributing to these expectations, involving individual knowledge (Ia), information sources (Ib), active research (Ic), perceptual distortion (Id), and satisfaction with previous purchases.

Highlighting that not all industrial purchasing decisions are collectively made, the author addresses instances where decisions are assigned to a party other than the procurement representative. The supplier is urged to discern whether a purchase decision is collaborative or independent, and if the former, to identify the specific delegated responsibilities. Six main ingredients influencing joint or autonomous decisions are presented, with three linked to product or service characteristics (2a) - perceived risk, time pressure, and purchase type - and three related to company characteristics (2b) - organization size, organizational orientation, and degree of centralization.

The model of the author besides presenting the variables included in the process of purchasing, as did Webster and Wind (1972), sought to point out the interaction of these variables in different types of industrial purchases.

2.1.5. The Nature of Demand

According to Kotler and Pfoertsch (2006), the nature and complexity of goods or offering require qualified specialists to be consulted. This consultation covers purchases, logistics, financial areas, commercial areas, and sales, among other departments. The timing of the purchase, to whom to buy, or who participates in the purchase process, requires serious consideration, since this, on the part of an organization, involves all the elements connected to it, directly or indirectly. The higher the cost and risk involved in purchasing, the more departments and specialists are called upon to participate in the process of making decisions. In contrast, the purchase of client products or services can be acquired with little or no specialization.

Demand for commodity goods and demand for consumer goods do not always work the same way. The nature of demand in industrial markets depends on raw materials, parts, etc. The types of products sold vary depending on the product. Understanding demand is significant for business marketers because they can make predictions about which markets to serve, which business to engage in, and where to invest firm resources. Two concepts are useful that are derived demand and joint demand (Dwyer and Tanner, 2003).

- **Derived Demand**

Economists and business analysts look for indicators that affect the entire economy when they focus on consumer confidence and consumer spending. The economy of a country basically has been driven by consumer and government spending. It is imperative for business marketers to recognize that the request for their products and services is intricately tied to derived demand. This concept, as elucidated by Dwyer and Tanner (2003, p. 20), posits that the demand for business-to-business (B2B) offerings emanates from the demand for the products and services of their clientele.

Zimmerman and Blythe (2013) underscore that among the foremost noteworthy specifications characterizing industrial markets is derived demand, a distinctive feature exclusive to this domain. Derived demand signifies that the requisition for a B2B product is contingent upon the demand for the final product in the business-to-consumer (B2C) market. This linkage is attributed to the fact that B2B products are utilized either directly or indirectly in the production of consumer goods, serving as integral components or contributing to the production processes.

The nature and diversity of demand (derived demand) results from the incorporation of several products that make up the final product. Thus, for example, buying a bottle of wine from a buyer implies that the bottler company upstream purchases corks from another company for its bottles. Since most organizations produce a limited number of products or services, the change in demand requires a reorganization of the entire production chain (upstream). Thus, according to Kotler and Pfoertsch (2006), the "wave" effect created by the change in demand, determines the consequent alteration of production processes (and others).

- **Joint Demand**

In contrast to derived demand, joint demand, explicated by Dwyer and Tanner, is a concept of relative simplicity. Joint demand refers to scenarios in which two products are utilized and demanded in tandem. For instance, the demand for Palm Pilot computers is inextricably linked to the demand for Palm Pilot software, forming a symbiotic relationship. The dependency is such that one cannot function without the other. A notable example is the ongoing demand for Palm Pilot software contingent upon the sustained demand for Palm Pilot computers. This interdependence underscores the concept of joint demand, wherein the vitality of one product is contingent on the demand for complementary applications.

The joint search happens when two or more products are needed to create an end product, making no sense without the others.

2.2. Purchasing Behavior In Industrial Markets

Understanding organizational purchaser behavior can be observed as a developmental phase spanning the past four decades that the composition of the decis, industrial marketing theory in a broader context (SHETH et al., 1988).

From a supplier perspective, mentality the organizational purchaser behavior's dynamics is significant to identifying profitable segments, locating buying influences in those segments, and efficiently and effectively identifying industrial buyers who have an offer that meets their needs.

Hutt and Speh (2012) point out that organizational procurement involves several stages and that the structure of the decision-making entity varies at each stage as members of the organization enter and exit the procurement process.

Webster and Wind (1972) argue that organizational procurement is a multi-individual procedure shaped by the combined actions of diverse individuals and their interplay. Throughout this course, the conduct of individuals and the Procurement Center is impacted by an array of elements, including those associated with the acquisition task (rational economic incentives), as well as non-task-related variables.

The understanding of the behavior of the organizational buyer is based on the identification of the fundamental individuals that constitute the Central Purchasing, the roles they play, in the diverse elements that could affect their formation, with the primary objectives being actively pursued, purchasing conditions determine the composition of the purchasing center and the influences and interactions between the stages of purchases in the final decision (Turnbull et al, 2003).

The pioneering approaches to the phenomenon of organization's purchasing behavior began in the 1960s. The initial models, according to Webster and Wind (1972), can be divided into three categories: task-related; not related to the task; and complexes. The main concepts used and the reference authors for each category of these models are shown in Table 3.

Table 3. Classification of Industrial Purchasing Behavior Models

Models	Fundamental concepts	Authors
Related to the task	What determines behavior is the desire to achieve optimal and rational results. They focus on the concepts of lower Complete expense, limited selection, logical economy, and resource administration.	Katona,1965
Non-task associated	The view passes from the mission requests to be realized to the individual interests that can be influenced by the result. Among the fundamental concepts are the desire to avoid risk in the process of making decision, the gratification of the purchaser and vendor through the relationship, and the individual desire for ego satisfaction or personal gain.	Evans,1963 Bauer, 1960 Evans, 1963 Bonoma and Johnston, 1978 Newall, 1977
Complexes	Compact models and purchasing grids, which demonstrate the general rules governing a decision process.	Robinson, Faris, and Wind, 1967

Among the multidimensional models, there are those that, according to Sheth et al. (1988), are the most representative and influential on organizational purchasing behavior: the models of Sheth (1973) and Webster and Wind (1972). This is due to the attempt to integrate various cultural, economic, social, and psychological dimensions into a single descriptive model.

The school of industrial buyer behavior, described by Sheth et al. (1988), was recognized by the work published by Robinson, Faris, and Wind (1967), in which they proposed the purchase grid model (Buygrid), based on empirical observations. In this model, the authors categorized the purchasing situations into new, modified, and direct. They also mentioned the various stages of the organizational procurement process through which these situations can pass.

Another theoretical model of reference in the area is that of Sheth (1973). The author proposed a complex and specific model for the behavior of the industrial buyer, which encompasses a multitude of variables, such as the mental landscape of decision-makers, features of products and companies, frameworks and approaches for problem resolution, and contextual elements. This model looks at issues of organizational purchasing dynamics and complexity, focusing on the internal functionalities of the purchasing process, but does not encompass outside influences or the relationship between the constituent parts.

Webster and Wind's (1972) model is the most wide of references and uses notions from the areas of organizational psychology, social and individual, economics, administration, societal factors and political dynamics. The function of the individual as an actual decision-maker within the organization is highlighted. propose that the ultimate buying decision is contingent upon impacts exerted by the overall surroundings, the company, and interpersonal connections and individual relationships.

Table 4 summarizes the main factors that affect organizational purchasing decisions, as proposed by Webster and Wind (1972).

Table 4. Primary Elements Impacting Organizational Procurement Choices

Level of impact on behavior	Source of Influence	Type of behavioral restrictions that arise
Corporate Surroundings	Physical, financial, technological, political, legal, cultural, sellers, clients, governments	Information, goods and services, trade circumstances, principles, and standards.
Organization	Business ambience, tangible atmosphere, economic atmosphere, cultural atmosphere, technological atmosphere, operational framework, workforce, and organization objectives.	Appropriate technology for the procurement organization, tailored for the acquisition duties, purchasing center members.
Buying team	Technological constraints, structure and tasks of the purchasing group, characteristics, and objectives of the members.	Tasks and non-assignments: operations, exchanges, and perspectives.
Personal	Drive, understanding, character, education, responsibilities	Procurement resolution procedure, personal collective decision-forming entity. Procurement verdict.

Source: Webster and Wind (1972)

Although it encompasses a breadth of determinants, Webster and Wind's (1972) model lacks concentrate on the procedures crucial in both the prolonged and immediate dimensions of a choice associated with a purchasing decision, which are interpersonal connections and the ambience of the association that may develop between the purchaser and the seller, besides the managerial processes established to regulate the acquiring activities (Turnbull et al, 2003).

Owing to the intricate, multidimensional nature of the organizational acquisition process, the establishment of all-encompassing normative frameworks has not been realized thus far, but these can be tested. Each model covers a part of the total process, contributing to a more profound grasp of the phenomenon of organizational purchases.

The three conceptional models pressed in the 1960s and 1970s (Robinson et al., 1967; Webster and Wind, 1972; Sheth, 1973) were quite effective in the academic interest in the subject of "organizational purchasing attitude". The notions of make or buy and modified repurchase, Purchasing unit; behavioral aspects in decision-making; joint versus individual decision-making, and conflict resolution represented the main fronts of research on the phenomenon.

Based on the models proposed by Sheth (1973) and Webster and Wind (1972), several studies on the purchasing decision process were developed, such as that of Vyas and Woodside (1984), Anderson and Chambers (1985), Ronchetto et al. (1989), and on environmental influences on industrial buying behavior with Spekman and Stern, 1979. Krapfel (1985) formulated and validated a framework to explain the behavior of individuals in the Purchasing Center.

Through a study of the procurement process of eighteen products, Vyas and Woodside (1984) developed an inductive model of the supplier selection process, incorporating event routines, interactions, and decisions. Anderson and Chambers (1985) describe the modeling the procurement procedure under the presumption that organizational acquisitions fundamentally transpire as a result of labor-related conduct, emphasizing the role of compensation measures, such as the motivation of individuals, groups, and consensus building.

Ronchetto et al. (1989) introduced the concept of industrial purchasing systems as an organizational structure to explore repetitive interactions in the purchasing process, where individual influences derive from the positions that individuals occupy in the formal and informal structure of the system.

Along the same lines, Spekman and Stern (1979) argue that the structure is a central variable that shapes the nature and degree of interpersonal interactions within the purchasing group, being determinant in the capacity of processing and information acquisition.

In another aspect, research based on Robinson et al. (1967) described the structure of the classes of purchases (Patton et al., 1985; Anderson et al., 1987; Bunn, 1993).

Patton et al. (1985) explored risk management strategies in the supplier selection process. In their studies, the authors point out that individual decisions appear to be predominant in modified repurchases, vendor loyalties seem to affect individual decision-making, and firm size determines group decision-making.

Using the class structure of purchases, Anderson et al. (1987) conducted an empirical research with sales teams to describe the dimensions that influence the purchasing classes, such as the need for information and new problems.

In addition, Bunn (1993) identified four approaches to purchasing decisions. With this definition, he devised a categorization of buying trends and scenarios. These classifications; information search; Employment of technical scrutiny; emphasis on proactive initiatives; and reliance on regulatory measures. The adoption of the particular decision methodology hinges on specific situational attributes, including the significance of the acquisition, the ambiguity of the assignment, and the perceived influence of the purchaser.

In the late 1980s, research on organizational buying behavior had its great "explosion", due to the following factors related to Sheth (1973): incentives from academic journals and professional business organizations; influence of the areas of organizational conduct, B2B organizations, and the economy theories of cost-saving.

Sheth (1973) argues that the most focused aspect of organizational purchasing behavior research has been the comprehension of the decision-making procedure, its antecedents and contextual variables, and the application of economic and behavioral notions of force, disagreement, and influences on understanding the group dynamics of purchasing centers.

2.3. Influence Factors on the Organizational Buying Behavior

In the procurement unit, every member possesses distinct concerns, understanding, control, standing, individual incentives, outlooks, inclinations, and persuasive influence. Each of them is inclined to prioritize markedly different decision criteria according to their role in the organization. If suppliers' proposals are comparable, purchasers can meet

procurement needs from any seller and then give greater consideration to the personal treatment they receive (Van der Valk & Rozemeier, 2009).

The degree to which the organizational buyers account for their purchase choices is inversely related to the degree of similarity of the different offers; In other words, When offers are not similar, purchasers are more responsible for their selections and be careful to economical elements.

Subsequent investigations examined the composition and interaction of the group responsible for the purchase decision or purchasing center (Van der Valk & Rozemeier, 2009). The purchasing decision of the purchasing center on what to buy can be modeled as a group choice decision based on the individual preferences of its members (Sashi, 2009).

2.3.1. Environmental Factors

Organizational purchasing decisions are made in the case of exchange external factors. These are precipitated by the response of the company to this external environment and are directly influenced by it. (Parkinson, Baker & Moller, 1986).

Within the macro component, organizational buyers take into account different economic factors, including investment, consumer spending, interest rates, and production levels, in turn actively monitor technological, regulatory, political, and competitive developments. Their behavior will be strongly influenced by these factors in times of recession, for example; then the organizational buyers will reduce their investment in plants, equipment, and inventories. In these types of periods, there is little that industrial markets can do to stimulate total demand, so they will normally try to fight harder to increase or at least maintain their participation in demand (Palmatier, 2008). Cultural factors are especially important for merchants who vend to enterprises in foreign countries. They ought to be conscious of cultural beliefs and customs, as these influence B2B dealings (Kotler, 2001).

2.3.2. Organizational Factors

Every organization possesses goals, policies, protocols, organizational frameworks, and distinct procurement systems. Kotler (2001) says that organizational markets need to be aware of the different organizational tendencies in the purchase; Some of these are:

- **Improvement of the Purchasing Department:** Encouraged by competitive pressures, companies have in their purchasing departments with MBAs that aspire to be CEOs. In response to this trend, organizational markets must improve their sales staff accordingly to match the high caliber of organizational buyers.
- **Transfunctional Roles:** The majority of procurement experts characterize their tasks as increasingly strategic, technical, collaborative, and entailing greater accountability than before.
- **Centralized Purchases:** In multidivisional companies, most purchases are made by separate divisions due to their different needs. However, some organizations have recently centralized their purchases, since this usually gives them substantial savings. For the organizational trader, this translates into dealing with fewer and fewer high-level buyers and the use of a group of national sales accounts to handle large corporate buyers.
- **Online Buying:** Companies are presently not solely creating their online platforms to engage with organizational buyers, but they are also setting up intranets for internal communication and extranets to connect with regular suppliers and distributors.
- **Evaluation of Purchasing Performance and Professional Development of Buyers:** Numerous enterprises have established incentive structures to acknowledge the commendable procurement accomplishments of purchasing managers. These frameworks are compelling purchasing managers to intensify their influence on vendors to secure more favorable terms (Kotler, 2001).

The examination of influences on organizational purchasing, as presented in the literature, has been sporadic. An impediment to practical application lies in the challenge of quantifying these concepts. Measuring the organizational climate and communication systems, crucial components, proves difficult without comprehensive and prolonged access to the organization. (Parkinson, Baker, & Moller, 1986).

Verville and Halington (2002) utilized the Organizational Buying Behavior (OBB) model for system acquisition within companies. They investigated the factors that

influence the decision-making process for acquiring Enterprise Resource Planning (ERP) software through a case study methodology. Organizational influences in this context encompassed user acceptance, external sources from different organizations, the advent of new administration, a preference for a single distributor solution, and economic factors such as pricing.

2.3.3. Interpersonal Factors

As expected, the different participants in the purchasing center usually had different interests, authority, status, empathy, and power of persuasion. This involves complex interactions between them. For the marketing professional,¹ it is not possible to easily know what type of group dynamics take place during the purchase decision process. However, accomplished companies often try to improve their knowledge about the individual participants of the purchasing center to train their sales staff and to be more synchronized with the effect of interpersonal factors (Kotler & Friedhelm, 2006).

Some basic rules here are the influence that these individuals have on the other members and their behavior during the buying process in areas such as negotiation, bargaining, coalition formation, and conflict resolution. When using the theory of social influence, said behavior has been analyzed, which focuses among other things on the basic power of a person and on the methods of conflict resolution. Resolving conflicts among members of the purchasing center entails various strategies, including the application of authority or status, sponsorship or rewards, and attractiveness and credibility. The resolution methods aim to address and mitigate conflicts within the procurement team. The relevance of oral recommendations in shaping the buyer's decision-making process has been assessed in comparison to the perceived significance of more structured information sources in various settings (Parkinson, Baker, & Moller, 1986). The relative impact of informal communication through personal networks has been assessed in comparison to the perceived importance of other, more structured sources of information. Martilla (1971) examined the crucial of verbal communication within social circles and the exposure of opinion leaders to impersonal communication. The study aimed to understand the role and impact of informal communication, particularly through influential individuals, in shaping opinions and decisions. In 1984, an empirical study also showed the importance of this communication for decision-makers (Moriarty & Spekman, 1984). The importance of

marketing information was also the subject of study, yielding important results (Deshpande & Zaltman, 1987).

2.4. Buying Strategy in the B2B Market

The purchase function implies some objectives to achieve with each purchase strategy; Resuming, the purchasing function must obtain the right furnishing, material, supply, and services with the correct quality, in the correct quantity, at the correct price, and from the correct supplier, at the right time and place (van Weele, 1984).

As organizational endeavors have evolved towards increased professionalism, the buying function has correspondingly adapted to a more professional stance. This shift is particularly evident in the heightened emphasis on enhancing negotiation skills, where buyers engage in continuous interaction with sales companies. When considering its impact on profitability, it becomes evident that, in the described scenario, the purchasing function holds a more significant influence on profitability compared to the sales or marketing function. In essence, the purchasing function possesses a greater leverage over profitability (Parkinson, Baker & Moller, 1986).

A pivotal advancement in purchasing management has been the heightened emphasis on formulating a long-range plan or tactic for purchases. This strategic approach is grounded in the assessment of various supply markets pertinent to the company. The notion of strategic planning for supply markets has experienced rapid development in recent years, carrying substantial implications for the behavioral dynamics within organizational marketing.

According to Peter Kraljic (Kraljic, 1993), the process of buying varies depending on the relevant product type, according to him, four items of buying processes related to the products are distinguished, namely:

1. Routine Items: For the client, the items have a iminished value and expenditure along with reduced risk. Clients will seek the most economical price and will emphasize regular orders. Sellers offer standardization and consolidation of orders. The decision level of these noncritical items is lower levels such as buyers.

2. Leverage Items: These offerings hold significant value and expense for the customer but pose minimal supply risk, a factor well acknowledged by many enterprises. Suppliers are aware that clients will scrutinize diverse proposals and market costs, necessitating a demonstration of how their proposition minimizes the client's overall expenses. The decision-making authority for these influential assets lies at a moderate level, often with key buyers.

3. Bottleneck Items: Characterized by lower customer value and cost, these items still carry inherent risks. Customers seek suppliers capable of ensuring a consistent supply of dependable products. To address this, suppliers should suggest standardized components and provide features like a tracking system, on-demand delivery, and a responsive help desk. Decision-making authority for these bottleneck items typically resides at a higher level, often with department heads.

4. Strategic Items: Representing products of substantial value and cost, these items also entail significant risks. Customers in this category prioritize reputable and trustworthy suppliers, demonstrating a willingness to pay premium prices. Suppliers targeting these strategic items should cultivate strategic partnerships, manifested in early supplier involvement, collaborative development initiatives, and joint investments. Decision-making authority for these critical assets lies at the top level, often with the vice president.

The industrial market usually involves strategic products, in addition, the wave of corporate functions and the development of Internet businesses have increased the integration of the profile of business systems in business and specific industries such as IT. All these factors have contributed to the importance of the integration of companies, but the market conditions of the current economy based on collaboration are still the main reasons why companies seek an integrated solution. Consequently, companies that can provide information when needed or that can quickly devise and market new products and services are the leading organizations today (Myerson, 2002).

As a result, the organizational purchasing process tends to be more formalized now than before for these products, and the purchaser and the supplier tend to be more connected on each other. Organizational markets can actively engage and collaborate with their clients throughout every phase of the procurement process, starting from assisting

customers in defining issues, to discovering solutions, and supporting post-purchase operations. In the long term, organizational markets maintain sales with customers by meeting customer needs and working with them to help them succeed with their customers (Armstrong et al 2014).

2.5. Relationship Marketing and Buyer-Supplier Relationships in Industrial Markets

The ability of an organization to create, manage, and complete relationships is vital to it. Relationships have been seen as the main feature of business-to-business markets. Notwithstanding all the other characteristics that make up a B2B market, this is possibly one of the most important for those who work in this area and the one that is transversal to the others (Leek et al., 2003).

These relationships between suppliers and clients of industrial markets often turn out to be loyalty based on trust, preferential treatment, value, commitment, and investment in relationships (Yanamandram et al., 2006).

As per Bobot (2011), it is emphasized that managers increasingly lean towards establishing enduring relationships, emphasizing the need to cultivate trust. These aspects not only diminish transaction costs but also serve as a significant wellspring of competitive advantage. Consequently, businesses find themselves compelled to shift their focus from discrete, transaction-based interactions to exchanges rooted in relationship-building (Ganesan, 1994; Nguyen and Nguyen, 2010). Managing exchange relationships is recognized as a pivotal strategic resource crucial for achieving business success (Hammervoll, 2012; Nyaga and Whipple, 2011). Given the substantial operational and financial benefits derived from these relationships, companies invest substantial time and resources in fostering, sustaining, and enhancing them (Nyaga et al., 2013).

Considering the enduring nature of industrial markets compared to consumer markets, where product quality takes precedence, and marketing activities are more comprehensive, the dynamics of this exchange exhibit a structure oriented towards relationships rather than mere transactions. Enterprises operating in industrial markets, driven by the impact of globalization and advancements in information technology,

diligently employ relationship marketing to acquire new customers, enhance loyalty, and boost satisfaction among existing customers (Kılıç and Kendirli, 2005).

In the present competitive landscape, suppliers now recognize the significance of retaining and upgrading customers as a top priority. Acquiring new customers often incurs higher expenses than maintaining existing ones, underscoring the profitability of long-term relationships over short-term ones. Consequently, businesses strategically focus on nurturing the bond between sellers and buyers, considering it a crucial aspect of their operations (da Cunha, 2016: 99). In acknowledgment of the intense competition, companies conscious of the economic efficiency of retaining current clients as opposed to acquiring new ones strive to cultivate enduring relationships with their customer base (Arlı, 2013).

Relationship marketing serves as an elucidative component within enduring connections, reshaping conventional short-term transactional marketing ideologies towards the realms of social psychology and interpersonal bonds. Although a widely agreed-upon definition continues to be elusive in the literature, the most prevalent definition posits relationship marketing as the initiation and sustenance of connections with customers and other business associates, expanding the breadth of these associations to propel the business towards its objectives (Grönroos, 1996). Grönroos (2011) characterizes relationship marketing as the practice of initiating, sustaining, and enhancing connections with customers in the course of fulfilling and upholding commitments, for the mutual advantage of the involved parties.

In essence, relationship marketing signifies a proclivity towards preserving existing customers and cultivating connections with them, diverging from the pursuit of new customer acquisition in its most fundamental sense (Uslu, 2019). It encapsulates a company's aptitude to construct, foster, and sustain enduring relationships with customers to attain its objectives. Embedded in this relationship is a mutual understanding between the company and the customer, with relationship marketing emphasizing the holistic harmony between buyer and seller rather than transient alterations between them. The cornerstone for attaining a competitive edge and superior performance lies in the value attributed to building, nurturing, and sustaining relationships. In this light, relationship

marketing has the capacity to establish and perpetuate lucrative connections (Aksoy, 2013).

Examining the definitions of relationship marketing unveils its initial association solely with customer relationships. However, the paradigm has evolved to recognize the significance of forging enduring, profitable relations not just with clients but also with suppliers and other members of the distribution channel. This contemporary trend, encompassing connections with suppliers, distribution channel entities, and other business associates, in addition to customer relationships, seeks long-term satisfaction across all established connections and is coined as "neo-relationship marketing" (Healy, 2001: 184).

In the realm of marketing, where concerns about competition and organizational sustainability take center stage, the elevated significance placed on the relationship marketing approach underscores the important role of customer service quality and the seamless integration of quality and marketing. According to this premise, relationship marketing facilitates a streamlined focus on customer retention, the delivery of heightened levels of product and service benefits, the cultivation of a long-term vision, a commitment to exemplary customer service, foresight into customer connections, and the attainment of desired quality across the board (Christopher et al., 1991). Similarly, organizations embracing relationship marketing are posited to reap substantial advantages, including increased purchases, diminished costs, organic promotion through verbal communication, staff retention, and the enhancement of customer value (Zeithaml and Bitner, 1996).

Drawing an analogy, Dwyer and colleagues liken relationships between companies to marriages, where mutual communication and intricate connections unfold within complex business processes such as production, logistics, product development, and quality assurance. Amidst this intricate process, the exchange between companies transcends physical products and money, encompassing values such as services, information, and expertise. This dynamic gives rise to a foundation of trust, mutual adaptation to each other's systems and requirements, a collaborative mindset, extensive information sharing, joint dispute resolution, and the establishment of interdependence. Consequently, relationships forged between purchaser and sellers in the B2B market tend to be enduring, resilient, and organized. Lots of purchaser opt for a strategic approach, engaging with two or three suppliers for frequently procured items. This approach not only

mitigates dependency but also ensures a consistent supply. Buyers, guided by a preference for tried-and-tested suppliers based on past transactions, adhere to a resource dependency strategy (Balta, 2006: 34).

Organizations aspiring to attain a competitive opportunity must structure, specialize, and cultivate their relations with both sellers and buyers. The historical paradigm of one party profiting at the expense of the other in the interactions between organizations and their suppliers has evolved into a partnership, underpinned by a "win-win" philosophy. Collaborative partnerships between buyer and supplier companies necessitate bidirectional communication and the sharing of information. Supplier companies, in adhering to a relationship-oriented approach, strive to fulfill requirements, while buyer companies must harness the efforts of their suppliers and recognize the mutual benefits arising from this symbiotic relationship (Uslu, 2019).

2.6. Buyer-Seller Relationship Quality

A novel and noteworthy research trajectory within the domain of business-to-business relationship marketing revolves around the notion of "Relationship Quality" (Athanasopoulou, 2009). Originating from insights derived from human relations and relationship marketing research, this concept serves as a tool to anticipate the outcomes of established relationships for both parties, appraising the performance of partners in their respective roles within the partnership (Fournier, 1998).

Fournier (1998) underscores the concept of exclusive connection between two romantic partners in the context of the consumer-brand relation. The author delineates four fundamental criteria for characterizing relationships: i) The relation fosters reciprocal exchange between direct and interdependent participants; ii) The relation is purposeful, holding significance for its involved participants; iii) Relation manifest as multifaceted phenomena, exhibiting diverse dimensions and forms that facilitate a broad spectrum of potential benefits for participants; and iv) Relation are dynamic processes, eliciting varied interactions in response to specific contextual nuances.

2.6.1. Theories Related with Relationship Quality

The research literature endeavors to pinpoint sources of competitive advantage through various methodologies. Presented herein are the most prominent theories employed in this domain of study.

Social Exchange Theory: This theory posits that social conduct arises from an interactive process geared towards optimizing advantages and minimizing drawbacks (Anderson and Narus, 1984). Consequently, individuals assess the potential gains and hazards associated with social connections. The connection concludes when the drawbacks surpass the benefits. In this manner, enterprises evaluate the gain expected from a connection in the immediate or prolonged period and adapt their conduct and deeds towards their associates accordingly (da Cunha, 2016).

Resource Dependence Theory: This theory investigates how the organization's internal resources, external resources, and capabilities affect the organization's behavior. This theory highlights the power of the relationship and the importance of exchange within and around the organizations (da Cunha, 2016).

Resource-based (RBV) Theory: Resource-based theory states that competitive advantage is a result of the accumulation of resources and capabilities that are non-substitutable, valuable, unusual, and difficult to imitate by the companies's competitors. This theory views the company as the fundamental unit of study. It proposes that information about dyadic and network partners, along with the internal quality of relationships, can be regarded as distinctive and unique organizational practices that contribute to the overall relationship performance of the firm (Mitrega & Zolkiewski, 2012).

Attachment Theory: The theoretical construct delineated by Yim, Tse, and Chan (2008) elucidates a framework grounded in affective dynamics within relationships, spanning from intimate partners to esteemed brands and companionships. Within this paradigm, individuals foster emotional affiliations with entities—ranging from retail outlets to brand identities and product offerings—perceived as steadfast in fulfilling their experiential, operational, pragmatic, and emotive exigencies (Park et al., 2006).

Reciprocal Action Theory: This theory asserts that the actions initiated by one party within an exchange relationship will be mirrored in kind by the other party. This theory anticipates the sense of guilt experienced by each party should they breach the reciprocity norm (Auh and Shih, 2005; De Wulf et al., 2001; Ural, 2009).

Industry Structure Theory: This theory regards exceptional returns as mainly a consequence of a firm's participation in an industry with advantageous structural features (such as entry barriers, relative negotiation power, etc.). In these instances, researchers directed their focus towards the industry as a pertinent unit of analysis (Porter, 2000).

Relational Theory: This concept posits that competitive prowess is attained through the routines and processes within dyads or networks, thereby fostering the evolution of the "interconnected relationships among entities beyond organizational limits" (Dyer & Singh, 1998). The resources foster unique transactional connections that are challenging for rivals to duplicate. This implies that the focal point of examination is the pair or network. This framework proposes that competitive edges can be cultivated through four domains: leveraging/combining resources, relationship-specific assets; effective management, and information sharing (Nyaga and Whipple, 2011).

Embeddedness Theory: This theory emphasizes that an organization can leverage its resources and competencies through an established relationship with another partner and so use the resources aimed at improving transactions with other partners (M.-L. Chang et al, 2012).

Power-dependence Theory: Power dependence theory refers to commercial connections that can be perceived as a result of mutual interdependence between firms (Skarmeas and Robson, 2008).

Contingency Theory: This theory posits that the efficacy of a company's actions is contingent upon contextual and structural factors (Fynes et al, 2005; Palmatier, 2008).

2.6.2. Concept of Relationship

A partnership signifies a state of interdependence between collaborators. The significance attributed to partners' actions actively shapes the dynamic evolution of the dyadic relationship, playing a pivotal role in mitigating uncertainty (Dwyer et al., 1987;

Bobot, 2011; Crosby et al., 1990; Fournier, 1998). The value of any relationship hinges on the partners' capacity to effectively navigate and administrate issues of conflict (Bobot, 2011).

Viewed through a different lens, a relationship can be dissected as a distinctive array of routines and practices that underpin the exchange dynamics between companies (da Cunha, 2016). Fournier (1998) underscores that this notion finds its roots in the interpersonal realm, where interdependence forms between individuals, and the relationship itself holds intrinsic meaning. Such a relationship comprises iterative, mutual exchanges between acquainted parties, fostering continual acquiring knowledge and adjusting to each other's contextual nuances. The writer further asserts that the developed relation is molded by the context, drawing support from three wellsprings of meaning: socio-cultural, relational, and psychological involvement. Consequently, the collective response to an event is not only influenced by but also influences the specific context in which it unfolds (Dyer and Singh, 1998; Fournier, 1998; Hammervoll, 2012).

2.6.3. Concept of Relationship Quality

There are lots of definitions of relationship quality. Some definitions of RQ will be shown in Table 5.

Table 5. Some Definitions of Relationship Quality

Authors	Definitions
Crosby, Evans, and Cowles (1990)	Relationship Quality is established "when the customer can trust the dealer's honesty and has faith in the dealer's future actions due to consistently satisfactory past performance." Relationship Quality serves as a measure of the vitality and prosperity of relationships.
Kumar, Scheer, and Steenkamo (1995)	Relationship Quality is a more advanced concept, suggesting that a superior-quality relationship leads to reduced conflict and increased trust, dedication, anticipation of persistence, endurance, and readiness to invest.
Hennig-Thurau and Klee (1997)	RQ can be viewed as the extent to which a relationship is suitable for fulfilling the customer's associated needs.

Smith (1998)	RQ represents a higher-level structure consisting of various positive outcomes in relationships that mirror the overall robustness of a relationship and its ability to satisfy the needs and expectations of the involved parties.
Johnson (1999)	Rather than characterizing interconnected relationships, RQ depicts the overall depth and atmosphere of relationships between firms.
Jap, Manolis, and Weitz (1999)	RQ encompasses evaluations of different aspects of relationships, including attitudes, processes, and future expectations.
Palmatier (2008)	RQ provides a comprehensive view of a relational interaction, encompassing various dimensions. It encapsulates the overall excellence of relationship ties and their broader impact on results.
Liu, Li, and Zhang (2010)	RQ can be characterized as the extent to which both parties are predisposed to actively seek common interests, foster mutual comprehension, engage in reciprocity, demonstrate loyalty, and foster enduring collaboration.
Nyaga and Whipple (2011, p. 356)	Viewing RQ as a higher-order construct that symbolizes the overall value of a relationship, whether collaborative or more distant.
Song, Su, Liu, and Wang (2012)	RQ is the level of engagement between parties in a relationship, incorporating dynamic, enduring collaboration that encompasses both cooperation and conflict resolution.
Leonidou, Leonidou, Coudounaris, and Hultman (2013)	RQ is an overarching construct, covering collaboration, confidence, dedication, and communication.

Source: da Cunha, 2016: 30

Relationship quality delves into the essential core of relationship marketing (Jap et al., 1999) and mirrors the general character of the exchange relationship (Dwyer et al., 1987). It represents a high-tier framework comprising several distinct yet interconnected constructs or dimensions, facilitating a comprehensive evaluation to depict and evaluate the ambiance, profundity, vitality, character, and prosperity of the inter-organizational relationship between two parties (da Cunha, 2016). According to Liu et al. (2010), quality signifies the probability of success in a durable, enduring reciprocal relationship and dictates the likelihood of sustained partnerships.

2.7. Factors Affecting Buyer-Supplier Relationship Quality

According to Uslu (2019), relationship-oriented marketing strategies concentrate on enhancing the loyalty of involved parties and, consequently, business performance through more robust relational connections. It's noteworthy that, per research, different viewpoints and components concerning structures affecting relationship quality, which mediate impacts on outcomes, are under discussion.

When examining the business relations of firms in the industrial market, purchaser-seller connections are acknowledged as a result of various variables. Moreover, the adoption of distinct variables in each study hampers the establishment of a common ground in this domain. This complexity can be explained by the multifaceted and intricate nature of relationships between buyers and suppliers (Uslu, 2019). Chinuntdej (2003) stresses that the depth of relationship quality is profound and cannot be gauged with just a few dimensions. Conversely, the influence of Interactional patterns within relationships the dynamics of the relationship between the purchaser and the supplier vary depending on the perspective. The extent of purchaser-seller relationships differ when viewed from the standpoint of the purchaser and the vendor. Hence, the significance of the foundation of the relationship is highlighted, as it undergoes changes for the involved parties.

Ganesan (1994) explored purchaser-vendor relationships within the context of two fundamental factors—mutual commitment and trust. Crosby et al. (1990) assert that the quality of the relationship is shaped based on two primary dimensions: trust and satisfaction. According to Jap and colleagues (1999), the dimensions of relationship quality encompass trust, conflict, anticipation of renewal, dissolution, buyer-seller interaction, incompatibility, complaints, and friendship. In a broader research that extends the extent of purchaser and vendor relationships, Leonidou and colleagues (2013) evaluated the dimensions of relationship quality Within the context of elements such as acquaintance, reliance, comprehension, allegiance, communication, disagreement, collaboration, and contentment, and harmony. These structures discussed in the literature can be classified into antecedents, core structures, or outcomes, depending on the approach adopted by the respective researcher. Upon reviewing the studies, it's observed that many more variables influencing the quality or value of the buyer-supplier relationship are deliberated, and emotional components, particularly social structures, are encompassed in these

considerations. As a culmination of the literature review, it is evident that supplier reputation from the past, innovation adaptability, and brand portfolio reputation (Athanasopoulou, 2009; Bobot, 2011; da Cunha, 2016) emerge as significant factors, and these factors are scrutinized in this research.

2.7.1. Previous Reputation of Supplier

From the buyer's standpoint, a pivotal element shaping the buyer-supplier relationship is the historical track record and reputation of the respective supplier. The stability in management practices and the reputation cultivated in the marketplace serve as enablers of relationship quality, instilling a sense of security in the counterparty and fostering the belief that they are dependable partners, capable of sustaining a long-term business alliance. The perception of a project with growth potential, poised to endure for generations with its inherent knowledge, instills confidence in the commercial relationship. Companies with a multi-generational family tradition provide reassurance to the counterparty regarding the enduring nature of the relationship. This aspect is predominantly viewed as a catalyst for enhancing the quality of existing commercial ties. The narrative woven and shared about the manufacturing brand holds significant value for distributors. It indicates a crucial measurement that simplify the operation of identical brand within the market, ultimately contributing to the fulfillment of mutually sought goals in the professional relationship (da Cunha, 2016: 254-255).

2.7.2. Adaptation to Innovation

According to Chinuntdej (2003), innovation means to generating novel concepts and implementing diverse approaches, whether in the field of products or services, and the recognition of new business opportunities by executing fresh concepts concerning novel products, productive methodologies, and commercial processes. An innovative company attaches importance to change, searches for new markets and products, improves its productive processes, develops new competitive strategies, researches for innovative technological resolutions for its processes and products, and constantly and continuously endeavors for new achievements.

To expand the company's market standing and ensure its enduring viability, Fostering a culture of innovation is paramount for advancing the company's market

presence and securing its long-term sustainability, developing products and new ways of doing business using accumulated knowledge. Firms that can create an innovative culture concept can use internal and network capabilities to generate new knowledge and develop organizational capacities that support critical competencies. (da Cunha, 2016: 256)

Adapting to innovation leads manufacturers to position themselves differently from their competitors. Innovation can enable companies to achieve a different design or advertisement. By adapting to innovation, companies can stand out in the market by using low prices to compete. In this case, it can be said that innovation should be a part of the DNA of winning organizations (Dantas and Moreira, 2011).

According to Dantas and Moreira (2011), The continuous advancement of novel or refined products becomes imperative to fulfill the demands of the distribution partner and/or the market. This attribute underscores the proactive stance of the counterpart, distinguishing it as a market characteristic, and underscores the mutual commitment to the relationship's success. Nonetheless, innovation transcends mere product or service development. Initiatives such as internationalization or venturing into foreign markets represent innovative endeavors aimed at enhancing market strategy. (Knight and Cavusgil, 2004).

In industrial markets, it holds significant importance for suppliers to align their efforts towards a shared objective, aiming to provide optimal service to buyers and ensure the sustained availability of products. The collaborative interaction of teams embracing change serves as an indicator of organizational cohesion. Organizational teamwork and cooperation play a pivotal role in furnishing internal resources for navigating novel situations, fostering interdepartmental communication, and maximizing resultant services or products. The seamless functioning of institutions underlies the establishment of enduring brands and sustainable products. Accordingly, organizational adaptability emerges as a primary factor in the advancement and preservation of industrial markets (Durna, 2005). To prevent collaborations from unraveling, a commonality of interests and harmony among individuals working together is imperative. Disharmony within companies leads to deterioration, causing a gradual erosion of brand value and eventual disappearance from industrial markets. Elevating organizational cohesion is crucial, and suppliers must align their efforts to prevent being phased out of the market. While the goal in industrial

markets is often to increase product sales, the perpetuity and resilience of brands and companies hinge on the consistent harmony among individuals involved in the creation and sale of products. In this context, organizational adaptation serves as a vital preparatory process for suppliers to establish connections with buyers in industrial markets (Habiboğlu, 2013).

Conflict arises when the interests, outcomes, and goals of individuals or groups become inherently incompatible. Rather than merely avoiding conflict, the paramount consideration lies in transforming conflict into a prospective opportunity that can positively impact the relationships among partners. Proactively averting or settling conflicts nurtures the ability to explore new solutions, reinforcing subsequent collaborations (da Cunha, 2016: 41). Resolving conflicts entails crafting efficient tactics to reduce conflict dysfunctions and optimize its constructive aspects, thereby enhancing learning and effectiveness in business. The emphasis on conflict alleviation is not to eradicate conflict altogether but to mitigate its adverse effects while accentuating its positive impact as a catalyst for learning opportunities (Rahim, 2000: 5).

Flexibility is intricately linked to environmental uncertainties. Organizational flexibility is defined as the degree to which a company can respond successfully to diverse environmental uncertainties. Two perspectives shed light on environmental uncertainties: the marketing role and the production role. Marketing-based flexibility pertains to overcoming dynamic market changes stemming from product variations, product mix alterations, and expansion adaptability. Meanwhile, production-centric adaptability is associated with deploying versatility in management systems and resources for production, supporting marketing-based oriented in machinery, equipments, production processes, and business planning. It is imperative for companies to continuously monitor market uncertainties and identify potential disruptions. The convenience afforded to businesses is the ability to transition to alternative products when necessary. Strategies such as flexible manufacturing systems and computer-aided design and manufacturing exemplify this approach. Firms must possess the capability to handle large-scale production, embrace technological changes, and swiftly adapt products to ensure production flexibility. Ultimately, flexibility is the capacity to introduce variations in goods or goods volumes. A positive correlation exists between the flexibility factor in manufacturing tactics and both

product flexibility and overall business performance. In essence, firms implementing a production flexibility strategy attain superior overall business performance (Uslu, 2019).

2.7.3. Brand Portfolio Reputation (Power)

According to Wilson (1995), power denotes the capability of one party to gain an advantage over another, potentially enabling the former to compel the latter into actions they might otherwise resist. Power, when exercised in a coercive manner, can have detrimental effects on a relationship, particularly when the coerced party is unlikely to sustain long-term commitment (Morgan & Hunt, 1994). Conversely, relationships characterized by equal power distribution tend to foster more mutual concessions compared to those marked by power imbalances, leading to a higher frequency of agreements (Lawler and Yoon, 1993). The wielding of power can establish a sense of dependence on the partner, and as this dependency intensifies, the dominating partner gains more influence in the relationship (Wilson, 1995). However, the partner in a dependent position may acquiesce to requests made by the dominant partner, even if the demands primarily serve the interests of the superior partner (Anderson and Narus, 1990). In the short term, such relationships may endure, but once either party perceives the situation as inequitable or unbalanced, the relationship is prone to deterioration (Ohmae, 1989).

Brand power encompasses the caliber of the portfolio it embodies, its market representation potency, and the prestige it commands. These facets substantially enhance the value of business relationships between partners. A company boasting an extensive brand portfolio replete with robust market brands contributes significant value to the ongoing business relationship, thereby bolstering its overall quality. It serves as a mechanism for generating synergies among brands so that the market offering is more comprehensive concerning regional coverage or market segments (da Cunha, 2016).

According to da Cunha (2016), working with prominent brands in the market opens up the doors to the commercialization of all product types for distributors and is therefore a very important advantage. Brand portfolio reputation enhances the relationship value and acts as a facilitator of relationship quality. The prestige and reputation of the manufacturer's brand add value to the exchange relationship between business partners. Relying on strong brands that stand out in the market, thus enhancing the appeal of the

distributor portfolio within the distribution channel, is a factor that sets apart the manufacturer's brands and supports them in relations with the counterparty.

2.8. Buying Behavior Tendency as a Consequence of Determinants of Buyer-Supplier Relationship Quality

In scholarly discourse, the primary outcome variables frequently underscored by researchers concerning the quality of buyer-supplier relationships are contentment (da Cunha, 2016; Walter et al., 2003) and dedication (loyalty) (Alejandro et al., 2011; da Cunha, 2016; Cater and Cater, 2010; Zhang et al., 2011; Rauyruen and Miller, 2007), alongside a proclivity for enduring relationships (da Cunha, 2016; Mysen and Svensson, 2010). Consequently, contentment, dedication, and a propensity for A focus on long-term relationship tendencies can be regarded as universal benchmarks or results stemming from the quality of relationships. These factors constitute a multifaceted framework that enables a comprehensive evaluation of the robustness of the relationship, laying bare the diverse facets interlinked within a relationship (da Cunha, 2016: 36).

2.8.1. Satisfaction

As indicated by Anderson and Narus (1984), satisfaction is a favorable emotional state resulting from the comprehensive assessment of all facets of a firm's collaborative relationship with another entity. The customer's experience of satisfaction emanates from a comparative process involving one or more benchmarks and perceived performance (e.g., expectations) (Parasuraman, Zeithaml, and Berry, 1988).

This concept encapsulates the emotional dimension of the relationship (Palmatier et al., 2006), representing a profoundly emotional response that accumulates through ongoing evaluations of past interactions between firms (Chinuntdej, 2003). According to Tsai (2011), Satisfaction accentuates the amalgamation of favorable and unfavorable assessments of the relationship partner.

This variable embodies the emotional appraisal or positive affect resulting from an overarching evaluation of the significance and experiences in the evolution of a relationship with other partners (Oliver, 1999; Crosby et al., 1990; Anderson & Narus, 1984; Dwyer et al., 1987; Anderson, Fornell, & Lehmann, 1994; Verhoef, Franses, &

Hoekstra, 2002) and future performance (Anderson et al., 1994). This emotional evaluation may diverge from the assessment based on rational data (Anderson and Narus, 1984, 1990).

In buyer-supplier relationships, relational satisfaction is characterized by the synergistic efforts of both parties towards common objectives or outcomes. This satisfaction is appraised within the realm of strategic collaboration. Given the intensely competitive landscape, companies necessitate a nimble organizational framework to effectively navigate swiftly evolving market dynamics. Such adaptability hinges upon fostering robust relational satisfaction between enterprises. At times, both suppliers and buyers may find it imperative to enact alterations in their offerings, operational procedures, communication channels, and logistical operations. In such situations, it is important for both parties to support each other towards new formations. Relationship satisfaction assumes a pivotal role in facilitating this adaptability (Demirel, 2007:68). In both buyer and seller affiliations, relational contentment stands as a linchpin for fostering prosperity and longevity in their associations. It is observed that collaboration supports firms' trust and loyalty, thereby enhancing relationship continuity. Supplier relationship satisfaction appears to be one of the foremost determinants influencing the efficacy of buyer-supplier interactions. Relationship satisfaction has an impact on firms' adaptability and also has a significant influence on firms' value. Consequently, it is possible to mention the significant impact of supplier firms' support and contributions to businesses' product development and innovation performance.

Satisfaction represents a higher-order emotional response that emerges as a cumulative evaluation of previous interaction experiences between the buyer firm and the seller firm, indicating the emotional dimension of the relationship as it evolves. Relationship satisfaction denotes the aggregation of the affirmative and adverse emotional aspects assessments by the relationship partner. It signifies a positive emotional state resulting from the overall evaluation of the meaning and experience, which includes clues regarding future performance, derived from the general assessment (da Cunha, 2016: 36). Satisfaction is a positive emotional state resulting from the comprehensive evaluation of all aspects of a supplier's relationship with buyer (Anderson and Narus, 1984: 66). The buyer's sense of satisfaction emerges through a comparison process involving one or multiple benchmarks, such as perceived performance and expectations (Parasuraman et al., 1988).

Thus, satisfaction expresses both parties' perceptions of the relationship meeting expectations based on outcomes.

The importance of relationship satisfaction is evident in ensuring success and continuity in both buyer and supplier relationships. Cooperation supports the trust and loyalty of companies, contributing to sustained relationships. Relationship satisfaction with suppliers emerges as a crucial factor influencing the success of buyer-supplier relationships. It not only impacts the alignment of firms but also plays a significant role in enhancing the value of firms. Consequently, the support and contributions of supplier companies are crucial for the product development and innovation performance of businesses (Uslu, 2019).

Satisfaction comprises two interconnected dimensions: economic outcomes (Instrumental Satisfaction) significantly differing from those derived from social interactions (Social Satisfaction) (da Cunha, 2016: 172; Gassenheimer, Houston, and Davis 1998; Geyskens and Steenkamp, 2000; Geyskens et al., 1999). Economic contentment relates to a favorable reaction to economic benefits stemming from the association, covering aspects like revenue levels, profit margins, overall profits, price concessions, contentment with products, gratification with sales representatives, and contentment with financial outcomes (da Cunha, 2016: 172; Geyskens et al., 1999: 224). Social contentment involves the affirmative reactions of channel members to the non-economic, socio-psychological aspect of relationships, providing emotional pleasure and comfort through engagements with business associates. This dimension focuses on subjective aspects such as social interaction, correspondence, or common principles (Chang et al., 2012). The social satisfaction dimension can be further categorized into emotional satisfaction related to the partner (relationship satisfaction) and satisfaction regarding the exchange relationship (Uslu, 2019; da Cunha, 2016).

Satisfaction is defined as "a positive emotional state resulting from the evaluation of all facets of a company's collaborative association with another company" (Anderson & Narus, 1984, p. 66). Anderson and Narus (1990) emphasize satisfaction as the central outcome of buyer-seller relationships and view it as a primary predictive factor for sustained, cooperative partnerships.

Moreover, in alignment with Anderson and Narus's (1990) argument, Wren and Simpson (1996) contend that overarching satisfaction doesn't merely serve as a transient or purely numerical metric of relationship efficacy. Rather, it mirrors the subjective behavioral inclinations of both parties to sustain the dyadic connection.

Recent research efforts also advocate for the use of managerial evaluation of performance concerning overall satisfaction with the dyadic partnership. Kale, Dyer, and Singh (2002) propose that such managerial assessment is an appropriate method to gauge relationship success, as this perceptual, qualitative metric shows strong correlation with objective financial indicators. Additionally, Johnson et al. (2003) affirm the significance of satisfaction in sustaining buyer-supplier relationships, highlighting its positive influence on the buyer's perception of their relationship with the supplier.

2.8.2. Loyalty

As per Anderson and Weitz (1992), commitment is characterized by a willingness to cultivate a stable relationship, a readiness to make short-term concessions for the sake of sustaining the relationship, and a conviction in the stability of the relationship. It signifies the exchange partners' willingness to uphold enduring relationships (Morgan and Hunt, 1994).

In scholarly discourse, commitment is portrayed as epitomizing the pinnacle of relational attachment and constituting an indispensable element of thriving relationships. Commitment emerges when both parties demonstrate mutual dedication and deem the relationship significant, exerting efforts to secure and sustain an ongoing partnership (da Cunha, 2016: 34). The concept of commitment is typically perceived within the realm of ultimate customer loyalty in marketing literature. It is also acknowledged as one of the most consequential consequences of customer satisfaction. Loyalty in the consumer market context is delineated as the inclination and propensity of a customer to repeatedly procure products and services from the same provider. Indeed, this concept is applicable to industrial markets as well. Within the realm of buyer-supplier relationships, commitment manifests as the mutual readiness of both parties to engage in collaborative endeavors with assurance, thereby fortifying the relationship's potential for enduring into the future. In another definition, it is described as the endeavor of the parties to focus on long-term

goals, disregarding short-term plans, costs, and benefits, to establish a relationship (Bayuk & Küçük, 2007:289).

In the context of buyer-supplier dynamics, commitment represents a pivotal juncture, encapsulating the willingness of both entities to engage in mutually beneficial business ventures. The initiation of this relationship necessitates a substantial level of trust from each party, fostering a reciprocal sense of assurance. Herein lies an intricate interplay between trust and commitment, wherein commitment emerges as a consequence of the entrusted faith from the other party. The commitment shared between buyers and suppliers serves as a catalyst, propelling both sides towards heightened levels of collaboration. It is construed as a function of value creation for both enterprises. Furthermore, commitment underscores a dedication to sustaining the relationship's continuity and operational seamlessness, serving as a vital gauge in buyer-supplier dynamics. Research has evidenced its profound impact on the relational quality between buyer and supplier firms. Additionally, loyalty emerges as a critical variable, exerting a positive influence on supplier satisfaction. Within buyer-supplier interactions, commitment assumes the role of a reassuring element, psychologically anchoring both entities within production processes and operational activities. Given the parties' propensity to prioritize each other's needs and exhibit customer-centric behavior, commitment emerges as a linchpin. Thus, it stands as one of the foundational variables shaping buyer-supplier relationships (Uslu, 2019).

Relationship loyalty can be defined as a persistent inclination to preserve a valued relationship, indicating a positive assessment of the ongoing nature of the relationship. It embodies the motivation to sustain a relationship with a supplier (Moorman et al., 1992: 316). According to Anderson and Weitz (1992), Loyalty signifies a desire to foster a balanced relationship, a readiness to commit to short-term compromises for the relationship's maintenance, and trust in the steadfastness of the partnership. Consequently, commitment also conveys the exchange partners' willingness to nurture long-term relationships (da Cunha, 2016: 35), representing a commitment to the continuity of the relationship between exchange partners (Powers and Reagan, 2007).

In literature, commitment is explored through two dimensions: affective and calculative commitment. Affective commitment encompasses emotional aspects, reflecting an emotional and social dedication to the goal and arising from a generally positive

sentiment toward the relationship partner. It defines a favorable attitude toward the future sustainability of the relationship. Customers with robust emotional commitment, such as customers or buyers, are likely to uphold the relationship because of their positive feelings towards their partners, their desire to collaborate, and the enjoyment derived from the partnership based on positive emotions towards the supplier. Affective commitment can also be interpreted as the inclination to make short-term sacrifices for the attainment of long-term goals and the preservation of the relationship. On the other hand, calculative commitment possesses a rational nature, involving an economic commitment to product benefits stemming from limited alternatives or exchange costs. Customers engage in cognitive evaluations based on economic calculations, which can be categorized as positive or negative. Partner commitment occurs when the motivation to maintain the relationship is positive, with the prospect of achieving economic, social, or psychological advantages (da Cunha, 2016: 165-170).

In today's globalized marketplace, the landscape has become significantly more intricate, with consumers displaying greater sophistication, and the pursuit of new customers becoming increasingly challenging. Consequently, companies are directing their efforts towards retaining existing customers and enhancing their rapport with them (Crosby et al., 1990). The proactive endeavor to foster robust relationships is proving to be more advantageous in cultivating loyalty, competitiveness, and bolstering profits compared to the pursuit of new clientele (Athanasopoulou, 2009; Bobot, 2011; Crosby et al., 1990). Loyalty itself embodies a profound relational notion, particularly when examined as an enduring, committed, and emotion-infused partnership (Fournier, 1998).

The notion of loyalty transcends conventional brand allegiance, necessitating a paradigm shift in business mindset and operational strategies to uphold firm competitiveness (Athanasopoulou, 2009; Fournier, 1998). It's imperative to acknowledge that each facet of the marketing mix imbues meanings, thus influencing behaviors pertinent to the establishment, sustenance, or dissolution of partnerships. This underscores the imperative for managers to not only discern their intentions vis-à-vis the customer but also anticipate the repercussions of their actions on customer behavior, contingent upon the prevailing context (Fournier, 1998).

The stability of a partnership fosters mutual trust, encouraging both parties to have faith in and commit to the relationship, leading to heightened endeavors to achieve mutual success. Likewise, trust in the loyalty of the other partner facilitates the resolution of everyday challenges, under the belief that it serves as a foundation for a lasting partnership (Chinuntdej, 2003).

Both Gundlach et al. (1995) and Wren and Simpson (1996) echo this perspective on commitment, proposing that commitment is closely linked to satisfaction and signifies a prolonged continuation of buyer-supplier partnerships. In line with this perspective, Pressey and Mathews (2000) examine prior research on commitment, asserting that commitment serves as "an indication of stability and prosperity within the partnership, and is ultimately indispensable for enduring relationships".

Commitment has garnered significant research interest as one of the fundamental factors influencing collaborative relationships between buyers and suppliers (Hausman, 2001; Morgan & Hunt, 1994; Sharma, 2001; Wong & Sohal, 2002). Partners committed to the relationship are likely to contribute to its stability, prioritizing long-term benefits over short-term gains (E. Anderson & Weitz, 1992; Demirbag & Mirza, 2000; Gundlach, Achrol, & Mentzer, 1995; Sharma, 2001). Morgan and Hunt (1994) emphasize commitment as central to all interactions between buyers and suppliers, considering it the most crucial element in the exchange relationship.

Previous studies suggest that commitment signifies a commitment to maintaining the relationship over the long term, indicating an intention to persist with a course of action or engagement within the ongoing partnership (Hocutt, 1998). This long-term perspective emerges when the involved parties focus on achieving long-term objectives with the belief that the relationship will yield mutual benefits (Coote et al., 2003). Holm, Eriksson, and Johanson (1996) argue that commitment implies that the ongoing relationship holds central importance for the partners, thus denoting a willingness to sustain the relationship into the future, thereby positively impacting the profitability of the relationship as the ultimate outcome.

Holm et al. (1996) characterize commitment as a sustained, long-term focus where both parties exert maximum effort to ensure the perpetual continuation of the relationship, driven by their belief in its significance. Additionally, E. Anderson and Weitz (1992)

propose three distinct dimensions of commitment: (a) a inclination to foster a steady relationship, (b) a readiness to make temporary sacrifices to uphold the relationship, and (c) a trust in the enduring stability of the relationship.

Commitment in a business partnership is frequently evidenced by the allocation of asset-specific resources to the relationship, which can take the form of time, finances, infrastructure, and other resources (E. Anderson & Weitz, 1992; Hausman, 2001). Numerous studies support this assertion. For instance, Shamdasani and Sheth (1995), building on the research of Michaels, Acock, and Edwards (1986) and Lund (1985), assert, "A committed partner is more likely to invest the time and resources necessary to achieve the objectives of the alliance and, as a result, demonstrate the desire and intention to sustain the alliance or exchange relationship. Similarly, in an industrial channel study, E. Anderson and Weitz (1989) discover compelling evidence that substantial resource investment by one partner in the relationship leads to increased commitment from that partner. Other studies also offer substantial evidence indicating a strong correlation between resource commitment and collaborative actions among parties in interorganizational relationships (Heide & John, 1990). These findings suggest that successful buyer-supplier relationships thrive when both buyers and suppliers exhibit readiness to dedicate various assets to the partnership.

Numerous studies offer evidence of a strong correlation between commitment and the success of a relationship. Angle and Perry (1981) reported that elevated levels of commitment among partners were anticipated to correlate with successful partnerships, as more committed partners were inclined to address challenges and balance short-term issues with long-term goal attainment. Similarly, Gundlach et al. (1995) and Wren and Simpson (1996) endorse this perspective on commitment, suggesting its close association with satisfaction and its indication of the enduring nature of buyer-supplier relationships. In a similar vein, Pressey and Mathews (2000) conduct a review of prior research on commitment, asserting that commitment serves as "a marker of stability and achievement within the relationship, and is ultimately indispensable for enduring relationships" (p. 273).

2.8.3. Long-term Relationship Orientation

Long-term purchases are more common in B2B markets where machines, components, and consumables predominate. If there is a special request from the consumer market, the industrial market must respond to market demand, which is up to expectations. B2B customers tend to be seen as long-term customers because they exist in much smaller quantities when compared to consumer customers, and as such are considered to be much more valuable from an individual standpoint. The benefit of retaining a B2B customer is enormous and the consequences of losing it can be disastrous for a company.

Relationships in organizational markets are generally close and long-term. Rather than being an outcome, the sale is the first signal of the beginning of a relationship. For maintaining the relationship, the organizational marketer must have detailed knowledge of his customer's activities and be able to add unique value to his customer's business. Therefore, relationship marketing focuses on the entirety of organizational marketing activities that build, improve, and sustain successful exchanges with clients (Morgan ve Hunt, 1994). Building one-on-one relationships is seen as the heart of organizational marketing (Altiook, 2009).

According to Ganesan (1994), Long-term relationship tendency is described as the perception of the interdependence of mutual relationship outcomes such that the relationship is expected to gain profit in the long run. According to Rauyruen and Miller (2007), It represents a comprehensive gauge of relationship fidelity encompassing both behavioral and attitudinal facets.

The primary factor delineating short-term oriented from long-term oriented enterprises lies in their respective focuses: while the former prioritizes seizing immediate opportunities and outcomes, the latter places greater emphasis on future objectives (Ganesan, 1994). Nevertheless, both orientations harbor vested interests in present as well as future ramifications. Another point of divergence lies in the long-term orientation's endeavor to optimize profits across numerous transactions, in contrast to the single transaction-centric approach adopted by short-term oriented firms (Lages et al., 2005).

A prolonged partnership signifies loyalty between involved parties, indicating a readiness to invest and collaborate crucial information. It is assumed that heightened

interpersonal engagement in relationships contributes to the increased the relationship quality (da Cunha, 2016: 47).

One of the consequences of relationship quality emphasized in the literature and addressed in this study is the buyer's long-term relationship orientation or inclination. This structure conveys a vision of continuity in the relationship and can provide businesses with significant, sustainable, and competitive advantages. Such a relationship typically entails collaboration, goal sharing, and risk sharing. Consequently, each partner anticipates that their own performance will be interdependent on the overall performance of the relationship and anticipates benefiting not only from their own outcomes but also from shared outcomes (da Cunha, 2016: 39).

It is possible to define the continuity of the relationship as the voluntary behaviors exhibited by the parties in making short-term sacrifices to establish a mutually beneficial long-term relationship (Kaynak et al., 2011). The fundamental distinguishing factor between businesses exhibiting short-term and long-term orientations lies in their respective focuses. Short-term oriented businesses, whether buyers or suppliers, prioritize the attainment of immediate opportunities and outcomes, whereas those with long-term orientations prioritize future objectives (Ganesan, 1994). Another notable contrast is evident in the profit maximization approach: while short-term oriented businesses are focused on maximizing gains from individual transactions, long-term oriented ones seek to optimize profits across a spectrum of transactions (Lages et al., 2005). Long-term relationship orientation, characterized by both behavioral and attitudinal loyalty, serves as a composite indicator (Rauyruen and Miller, 2007: 22). Such enduring relationships signify a mutual commitment to investment and the sharing of significant information, with the belief that deepening interpersonal interactions will augment the relationship's value (da Cunha, 2016: 47).

3. DEVELOPMENT OF STUDY AND METHODOLOGY

3.1 Research Problem and the Importance of the Research

This study seeks to comprehend the factors considered by buyers in the buyer-supplier relationship. The primary objective is to investigate the rational and emotional factors that hold significance in buyer-supplier relationships, their level of importance, and their influence on the development of behaviors such as satisfaction, loyalty, and a long-term relationship tendency to effectively foster enduring relationships between buyers and suppliers. The focus, particularly, is on the perspectives of buyers. Regarding the quality or value of buyer-supplier relationships, especially when considering the holistic perspective reflecting emotional content as discussed in recent studies (da Cunha, 2016), components such as the supplier's previous reputation, adaptability to innovation, and brand portfolio reputation appear to be pivotal. This study delves into these components to understand the factors determining the value of buyer-supplier relationships. Additionally, it is apparent that the most commonly expressed or emphasized dependent variables in the literature regarding the quality or value of buyer-supplier relationships are satisfaction (Walter et al., 2003; da Cunha, 2016), commitment (Zhang et al., 2011; Cater and Cater, 2010; Alejandro et al., 2011; da Cunha, 2016; Rauyruen and Miller, 2007), and long-term relationship orientation (Mysen and Svensson, 2010; da Cunha, 2016). Thus, this study discusses these variables and examines their relationship with dependent variables such as satisfaction, loyalty, and long-term relationship orientation based on the demographic or individual attributes of attendees and business traits. The research model illustrating the situations and relationships tested in the study is depicted in Figure 1.

3.2 Research Model, Questions, and Hypotheses

Research Questions (RQ) and the corresponding hypotheses, representing the study's purpose and grounded in the research model presented in Figure 1, are outlined in Table 6.

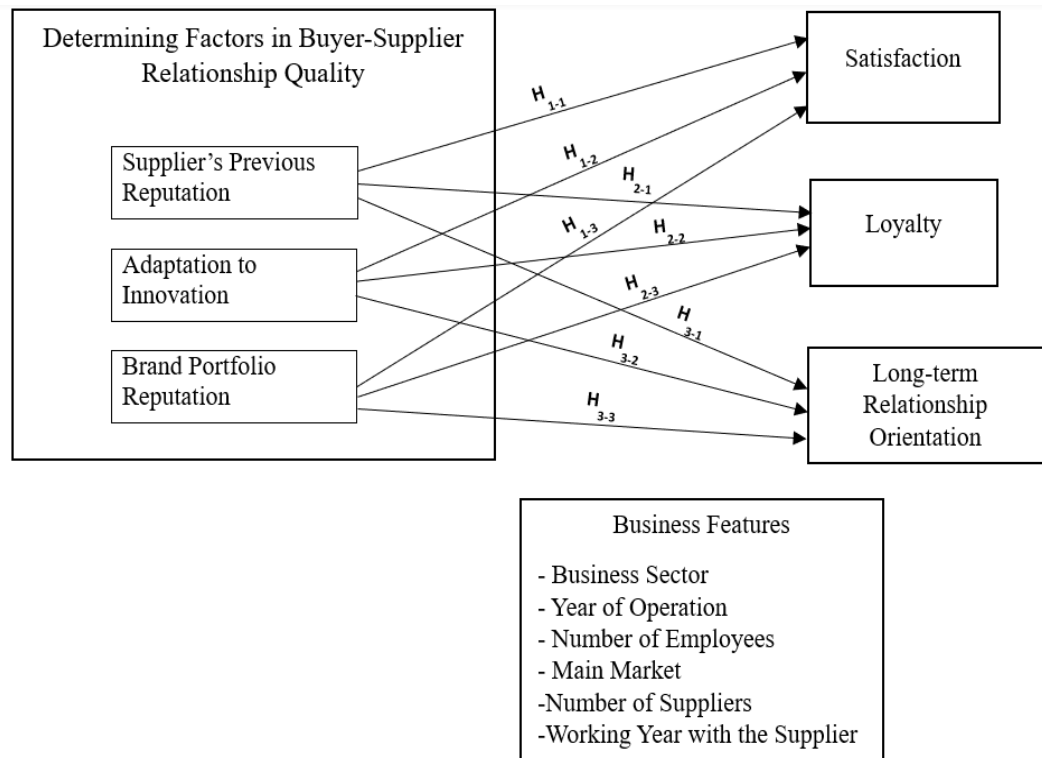
Figure 1. Research Model

Table 6. Research Questions (RQ) and Hypotheses

RQ 1: What are the key dimensions of relationship quality that significantly contribute to participants' satisfaction with the buyer-supplier relationship?
H₁₋₁: The supplier's previous reputation significantly contributes to the buyer's satisfaction.
H₁₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's satisfaction.
H₁₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's satisfaction.
RQ 2: What are the critical dimensions of relationship quality that significantly contribute to participants' loyalty to the buyer-supplier relationship?
H₂₋₁: The supplier's previous reputation significantly contributes to the buyer's loyalty.
H₂₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's loyalty.
H₂₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's loyalty.
RQ 3: What are the relationship quality dimensions that are decisive or primary contributors to participants' tendencies or orientations in long-term buyer-supplier relationships?
H₃₋₁: The supplier's previous reputation is a significant contributor to the buyer's long-term relationship orientation.
H₃₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's long-term relationship orientation.
H₃₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's long-term relationship orientation.

It is thought that the findings obtained by evaluating hypotheses and addressing research inquiries in Table 6 can provide important clues in terms of creating, developing, and effectively managing buyer-supplier relationships, which are discussed to be of strategic importance today. Furthermore, it can be asserted that the analysis provides a conceptual contribution by considering the emotional dimensions of the topic.

To investigate the relationships among variables in the study, a quantitative research methodology was adopted (Neuman, 2000: 71). The research approach employed falls under the category of "relational research," and the study design utilized was "field

research," aligning with the manner in which the variables were analyzed. According to Babbier (2007), Field research is a methodology intended to ascertain participants' viewpoints, assessments, perceptions, attitudes, and behaviors regarding any topic without necessitating intervention.

3.3 Data Collection

The scope of the study encompasses businesses operating in Türkiye engaged in both national and international markets, involved in import and export activities, as well as buyers purchasing from these businesses. Data was collected from participants working in buyer businesses of various characteristics and possessing diverse demographic features through a questionnaire created using purpose-designed scales and questions. A total of 213 usable surveys formed the basis for analysis.

In this study, convenience sampling method is used. Convenience sampling falls within the realm of non-random sampling methods, and it is imperative to delineate pertinent justifications to ensure the validity and reliability of the research. The survey targeted individuals currently employed in the automotive, construction, select manufacturing enterprises, and certain service establishments. Convenience sampling entails a non-random selection process, wherein the researcher exercises judgment in choosing the sample from the population. This method involves gathering data from the population in the most convenient, expedient, and cost-effective manner possible (Hasılolu et al., 2015). Kurtuluş et al. (2012) stated that approximately 90% of studies conducted in Türkiye employ convenience sampling method.

The questionnaire, consisting of three sections, included demographic and personal participant information related to the topic and business characteristics in the first section; the "relationship quality scale" in the second section; and the "relationship satisfaction, relationship commitment, and long-term relationship orientation scales" in the third section. The inquiries in the initial section encompass both categorical and continuous data attributes. The scales in the second and third sections were designed as Likert-type measurement tools with equally spaced intervals based on judgment statements ranging from (1) Strongly Disagree; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; to (5) Strongly Agree.

3.4 Data Analysis

In the study, data were acquired via a questionnaire (see Appendix 1) crafted utilizing diverse scales previously established for specific intents in the literature, all of which underwent rigorous validity and reliability assessments (Chinuntdej, 2003; da Cunha, 2016; and Uslu, 2019). The data was analyzed using the 25th version of the Statistical Package for the Social Sciences (SPSS) software program.



4. RESEARCH FINDINGS

This section contains the analysis results of the research. Descriptive statistics, normality tests, reliability, factor analysis, standard multiple regression, Pearson correlation analysis, and ANOVA tests were applied.

4.1 Descriptive Statistics

Descriptive information representing the participants' demographic and personal characteristics, as well as the businesses they work for, is presented in Table 7.

4.1.1. Distribution of Participants' Demographic Characteristics and Characteristics of Participants' Workplace

Table 7. The Percentage Distribution of Participants' Demographic Characteristics and Characteristics of Participants' Workplace

		Frequency	Percent
Gender	Male	96	45,1
	Female	117	54,9
Age Group	30 years and less	44	20,7
	31-40 years	81	38,0
	41-50 years	64	30,0
	51 years and older	24	11,3
Educational Status	High School	5	2,3
	Associate Degree	9	4,2
	Bachelor Degree	151	70,9
	Postgraduate	48	22,5
Status in the Business	Owner	13	6,1
	General Manager - CEO	12	5,6
	Purchasing Manager	52	24,4
	Product / Production Manager	32	15,0
	Marketing / Sales Manager	42	19,7
	Export Manager	9	4,2
	Senior Manager	20	9,4
	Executive Assistant	3	1,4

	Other	30	14,1
Working year in this sector	5 years and less	42	19,7
	6-10 years	61	28,6
	11-15 years	53	24,9
	16 years and more	57	26,8
Business Sector	Automotive	91	42,7
	Construction	67	31,5
	Other Manufacturing	27	12,7
	Service	28	13,1
Year of Operation	10 years and less	13	6,1
	11-20 years	41	19,2
	21-40 years	68	31,9
	41 years and more	91	42,7
Number of Employees	100 employees and less	33	15,5
	101-500 employees	35	16,4
	501-1000 employees	27	12,7
	1001 employees and more	118	55,4
Main Market	Local / National Market	57	26,8
	International Market	13	6,1
	Both National and International Market	143	67,1
Number of Suppliers	10 suppliers and less	16	7,5
	11-25 suppliers	32	15,0
	26-50 suppliers	28	13,1
	51-100 suppliers	42	19,7
	More than 100 suppliers	95	44,6
Working Year with the Supplier	5 years and less	33	15,5
	6-10 years	54	25,4
	11-15 years	40	18,8
	16 years and more	86	40,4

As stated in Table 7; it is observed that more than half of the participants are female. The educational levels of the participants are as follows: the majority of the participants are university graduates, 22.5% have postgraduate degrees, 4.2% have associate degrees, and 2.3% have high school diplomas. According to the age scale, 38%

of the participants are 31-40 years old, 20.7% of participants aged 30 and under, 30% aged 41-50, and 11.3% aged 51 and above. The job statuses of the participants in the companies they work for are as follows: 5.6% are general managers or CEOs, 6.1% are business owners, 24.4% are procurement managers, 15% are product/production managers, 19.7% are marketing/sales managers, 4.2% are export managers, 9.4% are senior executives, 1.4% are executive assistants, and 14.1% fall into other categories. The work durations of the participants in the companies they work for are as follows: 19.7% of the participants work for 5 years or less, 28.6% work between 6-10 years, 24.9% work between 11-15 years, and the remaining 26.8% work for 10 years or more.

When examining the market segments targeted by the companies where the participants work, it is understood that more than half to both national and international markets, with 26.8% catering solely to the national/local market and 6.1% exclusively to the international market. The distribution of companies' operating sectors is as follows: 42.7% in the automotive sector, 31.5% in the construction sector, 12.7% in other manufacturing sectors, and 13.1% in the service sector. When examining the number of employees in enterprises, it is observed that most companies employ 1001 or more personnel, 15.5% have 1-100 employees, 16.4% have 101-500 employees and 12.7% have 501-1000 employees. When examining the number of supplier enterprises that companies work with, it is seen that the majority have more than 100 suppliers, 7.5% have 1-10 suppliers, 15% work with 11-25 suppliers, 13.1% work with 26-50 enterprises, and 19.7% work with 51-100 suppliers. Regarding the duration of engagement with the supplier firm with which participants conduct the most business, it is observed that 15.5% have a relationship lasting 5 years or less, 25.4% have a relationship lasting 6-10 years, 18.8% have been working together for 11-15 years, and 40.4% have been working together for 16 years or longer.

4.1.2 Distribution of Participants' Perceptions of Relationship Value Between Buyer and Supplier

Descriptive statistics were utilized to examine the distribution of participants' perceptions of the quality of the relationship between purchaser and vendor, based on their own self-assessments evaluating the supplier companies with whom they conduct the most commercial transactions. Accordingly, the results regarding the frequency and percentage distributions of attendees' responses regarding the sub-dimensions of relationship quality

arising from the purchaser-supplier relationship, including supplier's previous reputation, adaptation to innovation, and brand portfolio reputation, are presented in Table 8, 9, and 10, respectively.

Table 8. The Percentage Distribution of Participants' Perceptions Regarding Supplier's Previous Reputation

Scale Items for the Supplier's Previous Reputation	1*		2*		3*		4*		5*	
	f	%	f	%	f	%	f	%	f	%
This supplier is a highly respected company in this industry	2	0.9%	1	0.5%	39	18.3%	98	46.0%	73	34.3%
This supplier has a good reputation in the market	2	0.9%	10	4.7%	40	18.8%	63	29.6%	98	46.0%
This supplier is known to be closely associated with customers	2	0.9%	2	0.9%	67	31.5%	111	52.1%	31	14.6%
This supplier stands out as one of the most skilled professionals in the industry	1	0.5%	2	0.9%	62	29.1%	116	54.5%	32	15.0%
We place great significance on the familial nature of this supplier's business	2	0.9%	3	1.4%	77	36.2%	100	46.9%	31	14.6%
It is very important for us that this supplier has been in business for several generations	1	0.5%	2	0.9%	65	30.5%	113	53.1%	32	15.0%
We are not concerned that this supplier is a family business	6	2.8%	10	4.7%	50	23.5%	55	25.8%	92	43.2%
This supplier's history is not a factor we attach great importance to	5	2.3%	40	18.8%	116	54.5%	45	21.1%	7	3.3%

*(1)Strongly Disagree, (2)Disagree, (3)Neither Agree Nor Disagree, (4) Agree, (5) Strongly Agree

As understood from Table 8, participants expressing directional views regarding the supplier's reputation from the past, based on the supplier firms with whom the buyer firms conduct the most business, were found to share positive and indecisive opinions. Specifically, participants believed that the supplier holds a respected position in the industry (46%); they perceived that the supplier holds a favorable reputation in the market (46%); they indicated that the supplier closely engages with customers (52.1%); they considered The present supplier is recognized as one of the most proficient companies in the industry (54.5%); they valued the supplier being a family-owned business (46.9%); they expressed the significance of the supplier's lineage spanning several generations (53.1%); they indicated that the supplier being a family business does not raise concerns for the buyer (43.2%); and they emphasized the importance of the supplier's history (54.5%). These findings suggest that the vendor's reputation from the past in the market, as well as its integrity, significant for the buyer. Additionally, the vendor being a family-

owned business or having a longstanding presence spanning multiple generations is also considered significant by the buyer.

Table 9. The Percentage Distribution of Participants' Perceptions Regarding Adaptation to Innovation

Scale Items for Adaptation to Innovation	1*		2*		3*		4*		5*	
	f	%	f	%	f	%	f	%	f	%
This supplier frequently develops new production technology	1	0.5%	5	2.3%	55	25.8%	113	53.1%	39	18.3%
This supplier is adopting new management practices to improve its performance	1	0.5%	1	0.5%	51	23.9%	119	55.9%	41	19.2%
This supplier has a high level of innovation success	1	0.5%	1	0.5%	38	17.8%	118	55.4%	55	25.8%
This supplier has enough flexibility to solve unforeseen problems	2	0.9%	3	1.4%	51	23.9%	110	51.6%	47	22.1%
This supplier manages change well	0	0.0%	10	4.7%	44	20.7%	111	52.1%	48	22.5%
This supplier possesses the adaptability to swiftly align its inventory with our evolving needs	2	0.9%	7	3.3%	43	20.2%	108	50.7%	53	24.9%
The responsiveness of this supplier to our requests is marked by commendable flexibility	1	0.5%	4	1.9%	45	21.1%	113	53.1%	50	23.5%
Innovation remains a constant feature of offerings from this supplier	2	0.9%	4	1.9%	54	25.4%	111	52.1%	42	19.7%

**(1)Strongly Disagree, (2)Disagree, (3)Neither Agree Nor Disagree, (4) Agree, (5) Strongly Agree*

As evident from Table 9, participants expressing directional views regarding the adaptation to innovation of the vendor, based on the vendor firms with whom the buyer firms conduct the most business, were found to share positive opinions. Specifically, participants indicated positive views on various aspects: the supplier's frequent success in introducing new production (%53.1); the vendor's exploration and incorporation of novel production and management methodologies to enhance performance (%55.9); the supplier's high level of success in terms of innovation intensity (%55.4); the distribution of the supplier's flexibility in resolving unforeseen problems (%51.6); the supplier's ability to effectively manage changes and developments (%52.1); the supplier's ability to readily adapt its inventory to accommodate shifts in the buyer's requirements (%50.7); the supplier's adaptability in responding to the buyer's demands and requests (%53.1); and the supplier's continuous generation and offering of innovations (%52.1). These results underscore the necessity for suppliers to be innovative, capable of managing changes, and able to react promptly and easily to demands, or for buyers to consider these factors when selecting their suppliers.

Table 10. Percentage Distribution of Participants' Perceptions Regarding Brand Portfolio Reputation

Scale Items for Brand Portfolio Reputation	1*		2*		3*		4*		5*	
	f	%	f	%	f	%	f	%	f	%
The expansive product range offered by this supplier is advantageous for our market needs	1	0.5%	2	0.9%	55	25.8%	113	53.1%	42	19.7%
The collaboration with leading brands is a significant criterion for our association with this supplier	1	0.5%	2	0.9%	42	19.7%	105	49.3%	63	29.6%
The affiliation with prestigious brands holds importance for our partnership with this supplier	1	0.5%	2	0.9%	50	23.5%	115	54.0%	45	21.1%
This supplier operates with a primary focus on our brands	1	0.5%	2	0.9%	35	16.4%	115	54.0%	60	28.2%
This supplier demonstrates a strong commitment to representing our brands	1	0.5%	2	0.9%	48	22.5%	93	43.7%	69	32.4%
This supplier boasts an ample array of products or a diverse brand portfolio	0	0.0%	1	0.5%	24	11.3%	111	52.1%	77	36.2%
This supplier possesses the expertise to enhance the value of brands	0	0.0%	1	0.5%	31	14.6%	108	50.7%	73	34.3%
This supplier demonstrates various promotional efforts that will add value to the brands	1	0.5%	2	0.9%	38	17.8%	110	51.6%	62	29.1%

*(1)Strongly Disagree, (2)Disagree, (3)Neither Agree Nor Disagree, (4) Agree, (5) Strongly Agree

As evident from Table 10, participants expressing directional views regarding the vendor's brand portfolio reputation, based on the vendor companies with whom the buyer firms conduct the most business, were found to share positive opinions. Specifically, participants indicated positive views on various aspects: the advantage for the buyer of the current supplier having a wide range of products for the market (%53.1); the importance for the buyer of the supplier working with leading brands (%49.3); the significance for the buyer of the supplier working with prestigious, reputable brands (%54); the importance for the buyer of the supplier focusing on the buyer's brands and developing strategies accordingly (%54.0); the determination of the current supplier to work for the buyer's brands (%43.7); the importance of the supplier having a sufficient product range or brand portfolio (%52.1); the supplier's knowledge of how to add value to brands (%50.7); and the supplier's efforts to add value to brands through various promotional activities and by exploring new approaches (%51.6). These results show that the buyer employs certain criteria when selecting the supplier. It underscores the importance of factors such as the supplier's affiliation with prominent and reputable brands, the breadth of their product selection, and their ability to enhance the value of the brands.

4.2 Normality Tests for Items

A normality test was administered to assess the distributional properties of the data. As per Büyüköztürk (2019), when the group size exceeds 50, the Kolmogorov-Smirnov test outcomes should be interpreted. Given the group size of 213 in this study, the results of the Kolmogorov-Smirnov test were evaluated. A p-value greater than 0.05 indicates normality in the distribution. However, it's important to note that measurements in the social sciences often involve Likert-type scales ranging from "strongly disagree" to "strongly agree," which may pose challenges in accepting the results of the normality test. Therefore, in assessing the normality status:

- Kurtosis and skewness coefficients should be examined,
- Q-Q plots should also be interpreted (Büyüköztürk, 2019).

Table 11. Summary Outputs of Normality Tests for Items

		Skewness	Kurtosis	Mean
1	This supplier commands significant respect within the industry	-,749	,977	4.12
2	The supplier enjoys a favorable reputation in the market	-,906	,130	4.15
3	This supplier is recognized for its close alignment with customers	-,361	,875	3.78
4	This supplier stands out as one of the most skilled professionals in the industry	-,191	,555	3.83
5	We highly esteem the familial nature of this supplier's business	-,216	,474	3.73
6	The multi-generational aspect of this supplier's operation holds considerable importance for us	-,195	,346	3.81
7	The fact that this supplier is a family business does not raise any concerns for us	-,865	,105	4.02
8	The historical background of this supplier is a factor of great importance to us	,040	,332	3.04
9	This supplier regularly innovates its production technology	-,383	,392	3.86
10	This supplier adopts novel management approaches to enhance its efficiency	-,332	,633	3.93
11	This supplier has a high level of innovation success	-,487	,812	4.06

12	This supplier demonstrates sufficient flexibility in resolving unforeseen challenges	-,549	,859	3.92
13	This supplier adeptly navigates and manages change	-,456	-,065	3.92
14	This supplier possesses the adaptability to swiftly align its inventory with our evolving needs	-,699	,801	3.95
15	The responsiveness of this supplier to our requests is marked by commendable flexibility	-,506	,574	3.97
16	Innovation remains a constant feature of offerings from this supplier	-,527	,830	3.88
17	The expansive product range offered by this supplier is advantageous for our market needs	-,314	,385	3.91
18	The collaboration with leading brands is a significant criterion for our association with this supplier	-,507	,333	4.07
19	The affiliation with prestigious brands holds importance for our partnership with this supplier	-,365	,414	3.94
20	Our satisfaction with the relationship with this supplier extends to the profitability aspect	,309	,615	3.99
21	In terms of market share, our association with this supplier is a source of satisfaction	,209	,924	3.97
22	The performance of this supplier contributes positively to our sales growth satisfaction	-,108	,813	4.08
23	This supplier aligns well with our goals, meeting the ideal expectations	,010	,685	4.01
24	Satisfaction with this supplier is comprehensive across all dimensions	,648	,713	4.07
25	Our expectations are met, leading to overall satisfaction with this supplier	,875	,945	4.16
26	The management and coordination of activities by this supplier are sources of satisfaction in our relationship	,217	,445	3.98
27	The level of commitment demonstrated by this supplier contributes to our overall satisfaction	-,078	,713	4.06
28	In the face of criticism from external parties, we actively defend and support this supplier	-,584	,987	3.70
29	A strong sense of loyalty is established within our relationship with this supplier	-,583	,944	3.91
30	The exploration of alternatives to replace this supplier is not a constant consideration	,668	-,542	3.83

31	Future plans involve continued product purchases from this supplier for an extended duration	,663	,827	3.81
32	Given a superior opportunity from another supplier, an immediate switch would not be considered	,374	,765	3.80
33	Our commitment to sustaining the relationship with this supplier is particularly strong	,859	-,165	3.92
34	Long-term investments in purchasing products from this supplier are contemplated with considerable willingness	-,841	,202	3.93
35	The relationship with this supplier is perceived as a enduring partnership	-,184	,443	3.90
36	Instances of misunderstandings and problems caused by this supplier are met with patience	-,559	,908	3.88
37	Dedication of necessary resources and personnel to support the supplier's product development is a commitment	-,845	,721	3.78
38	The supplier is viewed as an integral team member rather than solely a transactional entity	-,863	,828	3.93
39	Pride is taken in sharing the association with this supplier with others	-,072	,301	3.71
40	The benefits derived from the relationship with this supplier surpass the incurred costs	-,540	,828	3.97
41	The expected value from our investment in this supplier relationship is being realized	-,354	,844	3.95
42	In the broader sense, the value deserved is received from our relationship with this supplier	-,059	,760	4.14
43	The continuation of our relationship with this supplier is not partially driven by moral considerations	,786	-,350	4.03
44	Maximum efforts are exerted to meet the expectations set by this supplier	-,680	,098	4.06
45	A sense of duty is acknowledged in strengthening the ties with this supplier	-,283	,353	4.02
46	The belief in the profitability of sustaining a long-term relationship with this supplier is established	-,619	,293	3.85
47	The maintenance of a long-term relationship with this supplier is deemed necessary	-,251	,882	4.0
48	Long-term goals are prioritized in our relationship with this supplier	-,696	,361	4.03
49	Occasional sacrifices are willingly made to support the interests of this supplier	-,542	,581	3.93

50	The focus in our relationship with this supplier is not just on our transactional outcomes	,449	,015	3.71
51	A lasting collaboration with this supplier is the expectation	-,309	,423	3.73
52	The sacrifices made to support this supplier are believed to yield long-term benefits	-,657	,244	3.82
53	This supplier operates with a dedicated focus on our brands	-,594	,974	4.08
54	There is a strong commitment from this supplier to serve our brands	-,462	-,097	4.07
55	This supplier offers an ample range of products or an extensive brand portfolio	-,404	-,309	4.24
56	This supplier possesses the expertise to enhance the value of brands	-,351	-,526	4.19
57	This supplier implements diverse promotional strategies aimed at augmenting brand value	-,553	,167	4.08
58	This supplier does not just prefers sales incentives based solely on discounts depending on our relationship	,441	-,976	3.76

As per Büyüköztürk (2019), skewness and kurtosis coefficients falling within the range of ± 1 indicate normal distribution of data. As depicted in Table 8, the skewness and kurtosis coefficients of the items lie within this range. Further scrutiny through descriptive statistics and Q-Q plots reveals that data points for all items closely align with the diagonal line in the plots. These findings collectively affirm the normal distribution of data for all items.

4.3 Reliability Analysis of the Research

Nunnally (1978) underscores that a coefficient alpha value of 0.70 or higher is deemed adequate for ensuring the reliability of scales. Table 9 presents the Cronbach's Alpha coefficients obtained from the reliability analysis of the sub-dimensions of relationship quality.

Table 12. Results of Reliability Analysis for Sub-dimensions of Relationship Quality

Scale	
Sub-dimensions of Relationship Quality	Cronbach's Alpha
Supplier's Previous Reputation	,72
Adaptation to Innovation	,88
Brand Portfolio Reputation	,80

The outcomes of the reliability analysis are outlined in Table 12 indicate that the Cronbach's Alpha coefficients obtained for the relationship quality's sub-categories are sufficiently reliable. Put differently, one could assert that the data supplied by the attendees concerning the relevant scales demonstrate an acceptable level of internal consistency. Finally, Cronbach's Alpha coefficients for satisfaction, commitment, and long-term relationship orientation scales were also calculated, testing the reliability of these scales. Cronbach's Alpha coefficients of .91 for the satisfaction scale, .82 for the commitment scale, and .79 for the relationship orientation scale were obtained.

4.4 Factor Analysis of the Research

Factor analysis was performed to identify the dimensions of the perception scale regarding relationship quality. In addition, factor analysis evaluated the adequacy of the variance explained by all scales used in the survey. According to Green et al. (2000), Factor analysis is a statistical method utilized to identify factors (dimensions) that statistically account for the variance and covariance among scale items assessing any social phenomenon. Factor analysis aims to bring together a large number of related variables to discover a few new variables that are conceptually meaningful (Büyüköztürk, 2002). The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were employed to assess the suitability of data for factor analysis and the adequacy of the sample. As per Tabachnick and Fidell (2007), KMO value of .60 or higher is recommended, and the p-value derived from Bartlett's Test should demonstrate statistical significance to ensure sample adequacy. The obtained KMO value of .81 and $p < .001$ for the perception scale regarding relationship value indicate the suitability of data for factor analysis. The results

of factor analysis revealed that this scale consisted of three sub-dimensions: supplier history and reputation (8 items), adaptation to innovation (8 items), and brand portfolio reputation (8 items), explaining a total variance of 76.42%.

Table 13. Factor Analysis of Subdimensions of Relationship Quality

	No	Statatement	Factor Loading	Variance Explained
				22.28%
Supplier's Previous Reputation	1	This supplier commands significant respect within the industry	,605	
	2	The supplier enjoys a favorable reputation in the market	,769	
	3	This supplier is recognized for its close alignment with customers	,720	
	4	This supplier stands out as one of the most skilled professionals in the industry	,628	
	5	We highly esteem the familial nature of this supplier's business	,561	
	6	The multi-generational aspect of this supplier's operation holds considerable importance for us	,627	
	7	The fact that this supplier is a family business does not raise any concerns for us	,742	
	8	The historical background of this supplier is a factor of great importance to us	,524	
				24.38%
Adaptation to Innovation	9	This supplier regularly innovates its production technology	,653	
	10	This supplier adopts novel management approaches to enhance its efficiency	,738	
	11	This supplier has a high level of innovation success	,721	
	12	This supplier demonstrates sufficient flexibility in resolving unforeseen challenges	,596	
	13	This supplier adeptly navigates and manages change	,604	
	14	This supplier possesses the adaptability to swiftly align its inventory with our evolving needs	,562	

Brand Portfolio Reputation	15	The responsiveness of this supplier to our requests is marked by commendable flexibility	,623
	16	Innovation remains a constant feature of offerings from this supplier	,634
			29.76%
	17	The expansive product range offered by this supplier is advantageous for our market needs	,803
	18	The collaboration with leading brands is a significant criterion for our association with this supplier	,643
	19	The affiliation with prestigious brands holds importance for our partnership with this supplier	,846
	53	This supplier operates with a dedicated focus on our brands	,723
	54	There is a strong commitment from this supplier to serve our brands	,601
	55	This supplier offers an ample range of products or an extensive brand portfolio	,671
	56	This supplier possesses the expertise to enhance the value of brands	,658
	57	This supplier implements diverse promotional strategies aimed at augmenting brand value	,633
		Total Variance Explained (%)	76.42%
Notes: : (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,81; p<0.001			

Table 14. Factor Analysis of Satisfaction

	No	Statatement	Distribution of Factor
			F1
Satisfaction	20	Our satisfaction with the relationship with this supplier extends to the profitability aspect	,770
	21	In terms of market share, our association with this supplier is a source of satisfaction	,766
	22	The performance of this supplier contributes positively to our sales growth satisfaction	,799
	23	This supplier aligns well with our goals, meeting the ideal expectations	,782
	24	Satisfaction with this supplier is comprehensive across all dimensions	,798
	25	Our expectations are met, leading to overall satisfaction with this supplier	,844
	26	The management and coordination of activities by this supplier are sources of satisfaction in our relationship	,711
	27	The level of commitment demonstrated by this supplier contributes to our overall satisfaction	,790
	40	The benefits derived from the relationship with this supplier surpass the incurred costs	,748
	41	The expected value from our investment in this supplier relationship is being realized	,696
	42	In the broader sense, the value deserved is received from our relationship with this supplier	,822
	Total Variance Explained (%)		66.40%
	Notes: : (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,88; p<0.001		

Table 15. Factor Analysis of Loyalty

	No	Statatement	Distribution of Factor
			F1
Loyalty	28	In the face of criticism from external parties, we actively defend and support this supplier	,685
	29	A strong sense of loyalty is established within our relationship with this supplier	,808
	30	The exploration of alternatives to replace this supplier is not a constant consideration	,798
	32	Given a superior opportunity from another supplier, an immediate switch would not be considered	,729
	36	Instances of misunderstandings and problems caused by this supplier are met with patience	,806
	37	Dedication of necessary resources and personnel to support the supplier's product development is a commitment	,798
	38	The supplier is viewed as an integral team member rather than solely a transactional entity	,812
	39	Pride is taken in sharing the association with this supplier with others	,694
	49	Occasional sacrifices are willingly made to support the interests of this supplier	,824
	50	The focus in our relationship with this supplier is not just on our transactional outcomes	,693
	58	This supplier does not just prefers sales incentives based solely on discounts	,720
Total Variance Explained (%)			63.07%
Notes: : (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,81; p<0.001			

Table 16. Factor Analysis of Long-Term Relationship Orientation

	No	Statatement	Distribution of Factor
Long-term Relationship Orientation			F1
	31	Future plans involve continued product purchases from this supplier for an extended duration	,695
	33	Our commitment to sustaining the relationship with this supplier is particularly strong	,742
	34	Long-term investments in purchasing products from this supplier are contemplated with considerable willingness	,743
	35	The relationship with this supplier is perceived as a enduring partnership	,737
	43	The continuation of our relationship with this supplier is not partially driven by moral considerations	,812
	44	Maximum efforts are exerted to meet the expectations set by this supplier	,826
	45	A sense of duty is acknowledged in strengthening the ties with this supplier	,810
	46	The belief in the profitability of sustaining a long-term relationship with this supplier is established	,754
	47	The maintenance of a long-term relationship with this supplier is deemed necessary	,803
	48	Long-term goals are prioritized in our relationship with this supplier	,804
	51	A lasting collaboration with this supplier is the expectation	,697
	52	The sacrifices made to support this supplier are believed to yield long-term benefits	,715
	Total Variance Explained (%)	66.48%	
Notes: : (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,83; p<0.001			

For satisfaction with the buyer-supplier relationship, KMO of .88 and $p < .001$ values were obtained; for loyalty, KMO of .81 and $p < .001$ values were obtained; and for relationship orientation, KMO of .83 and $p < .001$ values were obtained. These values indicate the suitability of the data for factor analysis. Additionally, the results of factor analysis revealed that all three scales consisted of a single dimension. The single-dimension satisfaction, commitment, and relationship orientation explain 66.40%, 63.07%, and 66.48% of the total variance, respectively.

4.5 Correlation Analysis

Pearson Correlation Coefficients were calculated to ascertain whether there existed associations between participants' evaluations of the sub-components of relationship quality and their levels of satisfaction, commitment, and relationship orientation toward said relationship. This analysis involved testing linear relationships between continuous variables, thus prior to analysis, a scatterplot was obtained for all variables to check the adequacy of this condition. The outcomes of these relationships are outlined in Table 17.

Table 17. Relationships Between Subdimensions of Relationship Quality and Dependent Variables

	Supplier's Previous Reputation	Adaptation to Innovation	Brand Portfolio Reputation
Satisfaction	.308* (.000)	.449* (.000)	.498* (.000)
Loyalty	.424* (.000)	.457* (.000)	.498* (.000)
Relationship Orientation	.361* (.000)	.402* (.000)	.598* (.000)

*Correlation is significant at the level 0,05/8=0.006 (2-tailed).

4.5.1 Relationships Between Subdimensions of Relationship Quality and Satisfaction

Pearson correlation coefficients were calculated to explore the potential correlation between participants' assessments of the sub-dimensions comprising buyer-supplier relationship value and the satisfaction derived from this partnership.

According to Green et al., irrespective of the direction (+ or -), correlation coefficients of 0.10, 0.30, and 0.50 are commonly understood to represent small, medium, and large coefficients, respectively, in behavioral sciences. Additionally, to minimize Type I error probability, the Bonferroni approach was employed (Green et al., 2000), dividing the significance level by the number of calculated correlations ($.05/8 = .006$), and the

results were evaluated based on the obtained .006 level. The outcomes of these relationships are outlined in Table 17.

Upon examining Table 17, it is observed that there are relatively moderate statistically significant relationships between participants' perceptions of subdimensions of buyer-supplier relationship value and the satisfaction feeling arising from this relationship. These findings show that there is a significant relationship between the sub-dimensions of participants' perceptions of the quality or value of the buyer-supplier relationship and satisfaction. Accordingly, as participants' perceptions of supplier's previous reputation, adaptation to innovation, and brand portfolio reputation increase positively in terms of buyer-supplier relationship value, the satisfaction feeling derived from this relationship is likely to increase positively as well. In other words, to obtain a positive feeling of satisfaction from buyer-supplier relationships, perceptions of relationship value subdimensions must develop positively.

4.5.2 Relationships Between Subdimensions of Relationship Quality and Loyalty

Pearson correlation coefficients were computed to investigate whether there exists a correlation between participants' perceptions of the sub-dimensions of the relationship value between purchaser and vendor and the sense of loyalty arising from this relationship. In the realm of behavioral sciences, correlation coefficients of .10, .30, and .50 are commonly understood as indicating minor, moderate, and substantial correlations, respectively, regardless of their sign. Additionally, to reduce the likelihood of Type I error, the Bonferroni approach was employed (Green et al., 2000: 238), where the significance level was divided by the number of calculated correlations ($.05/8=.006$), and the outcomes were assessed with reference to the attained .006 level. The findings concerning these relationships are delineated in Table 17.

Upon examining Table 17, it is observed that statistically significant relationships exist of moderate to large magnitude between attendees' perceptions of the subdimensions of purchaser-supplier relationship quality and the loyalty sentiment stemming from this relationship. Therefore, these findings suggest that there is a significant relationship between the sub-dimensions of participants' perceptions of the quality or value of the buyer-supplier relationship and the buyer's loyalty. Accordingly, it can be said that as

participants' perceptions of supplier history and reputation, innovation-adaptation, brand portfolio reputation associated with buyer-supplier relationship value increase positively, the loyalty sentiment towards this relationship also shows a positive increase. In other saying, it may be considered that the favorable evolution of perceptions regarding the subdimensions of relationship quality is one of the prerequisites for achieving a feeling of allegiance in buyer-supplier relationships.

4.5.3 Relationships Between Subdimensions of Relationship Quality and Long-Term Relationship Orientation

Pearson correlation coefficients were computed to investigate whether there exists a correlation between participants' perceptions of the subdimensions of buyer-supplier relationship value and their inclination to sustain this relationship in the future, represented by relationship tendencies. In the realm of behavioral sciences, correlation coefficients of .10, .30, and .50 are commonly understood as indicating minor, moderate, and substantial correlations, respectively, regardless of the sign (Durmuş et al., 2019). Additionally, to reduce the likelihood of Type I error, the Bonferroni approach (Green et al., 2000: 238) was utilized, and the significance level was divided by the number of calculated correlations ($.05/8=.006$) to evaluate the results based on the obtained .006 level. The outcomes of this analysis are outlined in Table 17.

Upon examination of Table 17, it is observed that there are relatively statistically significant correlations of moderate and substantial between attendees' perceptions of the subdimensions of purchaser-supplier relationship quality and their relationship orientations indicating the willingness to sustain the relationship in the future. These findings indicate that there is a significant relationship between the sub-dimensions of participants' perceptions of the quality or value of the buyer-supplier relationship and the buyer's long-term relationship orientation. Accordingly, it can be stated that as participants' perceptions of supplier reputation, adaptation to innovation, and brand portfolio reputation in terms of relationship value increase positively, there is a positive increase in long-term relationship tendencies. In other words, for buyers and suppliers to exhibit a relationship tendency towards sustaining the relationship in the future, having a favorable perception of the subdimensions of relationship quality is crucial.

4.6 Regression Model

The multicollinearity problem, the presumption of regression analysis, was checked by examining the variance inflation factor (VIF) and tolerance statistics. Tolerance statistics ought to exceed .20, while VIF statistics should be under 10. to ensure no multicollinearity issue (Büyüköztürk, 2017: 100). Table 10. presents the tolerance statistics and VIF values for the independent variables.

Standard multiple regression analysis was used to determine the primary types or sub-dimensions of relationship quality or value that are determinants of participants' feelings of satisfaction, commitment, and long-term relationship tendencies in the buyer-supplier relationship. Multiple regression analysis is a statistical procedure utilized to forecast the dependent variable by considering two or more independent variables (predictors) that exhibit associations with the dependent variable (Büyüköztürk, 2017). Concerning the analysis, it is necessary to meet the assumptions such as normal distribution.

Table 18. Test Results for Checking Multicollinearity in the Regression Model Regarding Perception of Relationship Quality

Independent Variables	Tolerance	VIF
Supplier's Previous Reputation	.714	1.124
Adaptation to Innovation	.457	1.940
Brand Portfolio Reputation	.425	2.064

The tolerance statistic values for the independent variables provided in Table 17 are above .20, and the VIF (Variance Inflation Factor) values are significantly less than 10. Therefore, it can be concluded that there is no multicollinearity issue amidst the independent variables.

4.6.1 Subdimensions Prioritized for Satisfaction

To assess which of the relationship value subdimensions or types is prioritized in terms of the satisfaction developed by participants in buyer-supplier relationships, Standard Multiple Linear Regression analysis was performed.

The analysis revealed .482 R^2 value for **satisfaction** in buyer-supplier relationships, indicating that 48.2% of the variance in the predicted variable was explained by the independent variables included in the model. The outcomes of the variance analysis (ANOVA), which tested the overall importance of the regression model for satisfaction in purchaser-supplier relationships, yielded $F = 58.587$; $p < .01$ values, indicating that the model is statistically crucial at the 99% confidence level. The regression model results evaluating the relationship of each independent variable, composed of relationship value subdimensions or types, with satisfaction in the purchaser-supplier relationship, are delineated in Table 19.

Table 19. Regression Model for Satisfaction Level

Independent Variable	Standardized Coefficients Beta	t	p (sig.)
Supplier's Previous Reputation	-,023	-,295	,777
Adaptation to Innovation	,142	2.205	,016*
Brand Portfolio Reputation	,315	6.778	000*

*95,0% Confidence Interval

a. Dependent Variable: Satisfaction

As seen in Table 19, with a Standardized Regression Coefficient of .142, accompanied by a t-value of 2.205 and a significance level of $p < .05$, the **adaptation to innovation** variable emerges as the primary contributor to the explanatory capacity of the satisfaction model within the buyer-supplier relationship. Similarly, with a Standardized Regression Coefficient of .315, coupled with a t-value of 6.778 and a significance level of $p < .05$, the variables related to **brand portfolio reputation** also yield significant contributions. In other words, it is notable that among the relationship value perception

dimensions, brand portfolio and reputation, followed by innovation-adaptation, play the most crucial roles in enhancing the explanatory power of the model regarding satisfaction levels. It is observed that although supplier history and reputation follow these dimensions, their contributions to the model are not statistically significant. Based on the findings, it is evident that hypotheses **H₁₋₂** and **H₁₋₃** failed to be rejected, while hypothesis **H₁₋₁** is rejected in line with the research objectives.

4.6.2 Subdimensions Prioritized for Loyalty

To assess which of the relationship value perception categories are prioritized with regard to the **loyalty** arising from buyer-supplier relationships, a Standard Multiple Linear Regression analysis was performed. The analysis revealed an R-squared value of .493 for loyalty feelings towards the purchaser-vendor relationship, indicating that 49.3% of the variability in the predicted variable is accounted for by the predictor variables incorporated in the model. The variance analysis (ANOVA) results, with $F = 58.948$ and $p < .01$, demonstrate that the overall significance of the regression model is statistically significant at the 99% confidence interval level.

The regression model results, evaluating the relationship between each independent variable representing the dimensions or types of relationship value perception and loyalty towards the purchaser-supplier relationship, are outlined in Table 20.

Table 20. Regression Model for Loyalty Level

Independent Variable	Standardized Coefficients Beta	t	p (sig.)
Supplier's Previous Reputation	,175	4,843	.000*
Adaptation to Innovation	,153	2,433	,016*
Brand Portfolio Reputation	,275	4,901	.000*

*95,0% Confidence Interval

a. Dependent Variable: Loyalty

As observed in Table 20, it is evident that the standardized regression coefficient of .175, with a corresponding t-value of 4.843 and a significance level of $p < .05$, associated with the **supplier's previous reputation** variable; the standardized regression coefficient

of .153, with a t-value of 2.443 and a significance level of $p < .05$, linked to the **adaptation to innovation** variable; and the standardized regression coefficient of .275, with a t-value of 4.902 and a significance level of $p < .05$, pertaining to the **brand portfolio reputation** variable, exert the most substantial influence on the explanatory capacity of the loyalty model within the buyer-supplier relationship. In other words, it is noteworthy that in terms of the contribution they provide to the explanatory power of the model, the most influential relationship value perception dimensions for participants' loyalty level are brand portfolio reputation, followed by vendor's reputation from the past. It is also notable that while these dimensions are followed by adaptation to innovation, the contribution of this dimension to the model is not statistically significant. Therefore, looking at these results, it can be concluded that research hypotheses **H₂₋₁**, **H₂₋₂**, and **H₂₋₃** failed to reject..

4.6.3 Subdimensions Prioritized for Long-Term Relationship Orientation

To assess which of the relationship value perception categories are prioritized with regard to the **long-term relationship orientation** expressed by participants regarding buyer-supplier relationships, a Standard Multiple Linear Regression analysis was performed. The analysis resulted in R^2 value of .408 for relationship tendency towards buyer-supplier relationships, indicating that 40.8% of the variance in the predicted variable is explained by the independent variables included in the model. The overall significance of the regression model for relationship tendency towards buyer-supplier relationships was tested using variance analysis (ANOVA), yielding an $F = 44.997$; $p < .01$, indicating that The model exhibits statistical significance at a 99% confidence level. The regression model results evaluating the relationship between each independent variable consisting of relationship value perception categories and relationship tendency are presented in Table 21.

Table 21. Regression Model for Long-Term Relationship Orientation

Independent Variable	Standardized Coefficients Beta	t	p (sig.)
Supplier's Previous Reputation	,143	3,526	.002*
Adaptation to Innovation	-,098	-1,545	,170
Brand Portfolio Reputation	,445	6,874	000*

*95,0% Confidence Interval

a. Dependent Variable: Relationship Orientation

Upon examination of Table 21, it is evident that the standardized regression coefficient = .143, $t = 3.526$, $p < .05$ values indicate that the **supplier's previous reputation** variable; and the standardized regression coefficient = .445, $t = 6.874$, $p < .05$ values indicate that the **brand portfolio reputation** variable contribute the most to the relationship orientation model arising from the relationship between purchaser and vendor. In other words, it is observed that brand portfolio and reputation, followed by the supplier's reputation from the past, are the most significant relationship value subdimensions regarding their contribution to the model's explanatory power. These subdimensions are followed by adaptation to innovation. However, it has also been found that the impact of these subdimensions on the model is not statistically significant. According to the results, it can be stated that hypotheses H_{3-1} and H_{3-3} fail to reject, while hypothesis H_{3-2} is rejected.

4.7 ANOVA Tests for Relationships Between the Features of Business and Variables

The Independent Sample t-test is employed to determine whether a disparity exists between the means of two distinct groups, whereas ANOVA assesses whether there are discrepancies among the means of multiple groups. Since more than two groups were included in this study, t-test was not applied and ANOVA test was applied.

Within the scope of the research, company characteristics were grouped according to the period in which the company has been operating, sector, number of employees, main market it appeals to, number of suppliers, and duration of working with the supplier. It was examined whether there were significant differences between these groups in terms of

satisfaction, commitment and long-term relationship tendency. In addition, it was also examined whether there was a significant difference according to the supplier previous reputation, the supplier's adaptation to innovation and the reputation of the supplier's brand portfolio.

4.7.1 ANOVA Results for Business Sector

Table 22. ANOVA Results of Business Sector for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	Automotive	91	4.0270	1.785	0.151
	Construction	67	4.0037		
	Other	27	4.0507		
	Manufacturing	28	4.1233		
	Service	28	4.1233		
	Total	213	4.0346		
Loyalty	Automotive	91	3.7901	0.874	0.455
	Construction	67	3.8094		
	Other	27	3.7810		
	Manufacturing	28	3.9167		
	Service	28	3.9167		
	Total	213	3.8199		
Long-term Relationship Orientation	Automotive	91	3.9099	1.259	0.289
	Construction	67	3.8942		
	Other	27	3.9188		
	Manufacturing	28	4.0390		
	Service	28	4.0390		
	Total	213	3.9226		

As seen in Table 22, no significant difference was found between the participants' sectors of employment and the dependent variables ($p > 0.05$). According to this result, the differences in sector groups do not affect the interpretation of the variables.

Table 23. ANOVA Results of Business Sector for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	Automotive	91	3.7920	1.035	0.378
	Construction	67	3.8035		
	Other	27	3.7896		
	Manufacturing	28	3.9205		
	Service	28	3.8128		
Adaptation to Innovation	Total	213	3.8128	3.713	0.012
	Automotive	91	3.9216		
	Construction	67	3.8717		
	Other	27	3.9595		
	Manufacturing	28	4.0756		
Brand Portfolio Reputation	Service	28	4.0756		
	Total	213	3.9301		
	Automotive	91	4.0857	0.762	0.516
	Construction	67	4.0647		
	Other	27	4.0891		
	Manufacturing	28	4.0159		
	Service	28	4.0702		

As seen in Table 23, a significant difference was found between the participants' business sectors and **adaptation to innovation** ($p < 0.05$).

Table 24. Post Hoc Analysis Results for Business Sector and Adaptation to Innovation

Variable			Mean Difference (I-J)	Std. Error	Sig.
Adaptation to Innovation	Automotive	Construction	0.05179	0.04192	0.605
		Other			
		Manufacturing	-0.03936	0.05370	0.884
	Construction	Service	-,15990*	0.06041	0.043
		Automotive	-0.05179	0.04192	0.605
		Other			
	Other Manufacturing	Manufacturing	-0.09115	0.05884	0.410
		Service	-,21169*	0.06502	0.007
		Automotive	0.03936	0.05370	0.884
	Service	Construction	0.09115	0.05884	0.410
		Service	-0.12054	0.07317	0.354
		Automotive	,15990*	0.06041	0.043
	Construction	,21169*	0.06502	0.007	
	Other Manufacturing	0.12054	0.07317	0.354	

*. The mean difference is significant at the 0.05 level.

It is understood that the participants working in the **service sector** have a more positive perception of adaptation to innovation or they attach more importance to this sub-dimension. As for the second sector, the importance that participants working in other manufacturing sectors attach to the dimension of adaptation to innovation is high. Participants working in the construction industry, on the other hand, give the least importance to the dimension of adaptation to innovation compared to other participant groups.

4.7.2 ANOVA Results for Operation Years of Business

Table 25. ANOVA Results of Business Operation Years for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	20 years and less	54	4.0556	4.423	0.005
	21-40 years	68	4.0816		
	41 years and more	91	3.9790		
	Total	213	4.0346		
Loyalty	20 years and less	54	3.7834	2.133	0.097
	21-40 years	68	3.9081		
	41 years and more	91	3.7633		
	Total	213	3.8199		
Longterm Relationship Orientation	20 years and less	54	3.9040	0.521	0.668
	21-40 years	68	3.9492		
	41 years and more	91	3.9131		
	Total	213	3.9226		

As seen in Table 25, a significant difference was found between the operation years of business of the participants and **satisfaction** ($p < 0.05$).

Table 26. Post Hoc Analysis Results for Business Operation Years and Satisfaction

Variable			Mean Difference (I-J)	Std. Error	Sig.
Satisfaction	20 years and less	21-40 years	-0.05051	0.04042	0.596
		41 years and more	0.05202	0.03845	0.530
	21-40 years	20 years and less	0.05051	0.04042	0.596
		41 years and more	,10253*	0.03277	0.011
	41 years and more	20 years and less	-0.05202	0.03845	0.530
		21-40 years	-,10253*	0.03277	0.011

*. The mean difference is significant at the 0.05 level.

When the results of the Post Hoc analysis at Table 26 are interpreted, it is understood that **firms operating for 21-40 years** exhibit a higher level of satisfaction compared to other groups. The group with the lowest level of satisfaction is the employees of firms with 41 years and above of operational experience.

Table 27. ANOVA Results of Business Operation Years for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	20 years and less	54	3.7292	1.792	0.150
	21-40 years	68	3.8695		
	41 years and more	91	3.8201		
	Total	213	3.8128		
Adaptation to Innovation	20 years and less	54	3.9133	4.019	0.008
	21-40 years	68	4.0090		
	41 years and more	91	3.8852		
	Total	213	3.9301		
Brand Portfolio Reputation	20 years and less	54	4.0446	6.322	0.000
	21-40 years	68	4.0945		
	41 years and more	91	4.0671		
	Total	213	4.0702		

As seen in Table 27, a significant difference was found between the participants' business operation years and two independent variables such as adaptation to innovation and brand portfolio reputation ($p < 0.05$).

Table 28. Post Hoc Analysis Results of Business Operation Years for Adaptation to Innovation and Brand Portfolio Reputation

Variable			Mean Difference (I- J)	Std. Error	Sig.
Adaptation to Innovation	20 years and less	21-40 years	-0.10563	0.05001	0.153
		41 years and more	0.02268	0.04758	0.964
	21-40 years	20 years and less	0.10563	0.05001	0.153
		41 years and more	,12831*	0.04055	0.010
	41 years and more	20 years and less	-0.02268	0.04758	0.964
		21-40 years	-,12831*	0.04055	0.010
Brand Portfolio Reputation	20 years and less	21-40 years	-,10967*	0.03977	0.032
		41 years and more	-0.00992	0.03783	0.994
	21-40 years	20 years and less	,10967*	0.03977	0.032
		41 years and more	,09975*	0.03224	0.012
	41 years and more	20 years and less	0.00992	0.03783	0.994
		41 years and more	-,09975*	0.03224	0.012

*. The mean difference is significant at the 0.05 level.

According to the Post Hoc analysis results in Table 28, it is understood that **businesses operating for 21-40 years** prioritize adaptation to innovation more than other groups. The employees of firms with 41 years and above of operational experience are the group that attaches the least importance to adaptation to innovation.

Businesses operating for 21-40 years prioritize brand portfolio reputation more than other groups. The employees of businesses with 20 years and less of operational experience are the group that attaches the least importance to brand portfolio reputation.

4.7.3 ANOVA Results for Number of Employees

Table 29. ANOVA Results of Number of Employees for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	100 employees and less	33	4.1034	3.043	0.030
	101-500 employees	35	4.0101		
	501-1000 employees	27	4.0708		
	1001 employees and more	118	4.0144		
	Total	213	4.0346		
Loyalty	100 employees and less	33	3.8490	0.884	0.450
	101-500 employees	35	3.7933		
	501-1000 employees	27	3.7345		
	1001 employees and more	118	3.8393		
	Total	213	3.8199		
Long-term Relationship Orientation	100 employees and less	33	4.0202	1.608	0.189
	101-500 employees	35	3.8961		
	501-1000 employees	27	3.7987		
	1001 employees and more	118	3.9314		
	Total	213	3.9226		

As seen in Table 29, a significant difference was found between the number of employees and satisfaction($p < 0.05$).

Table 30. Post Hoc Analysis Results for Number of Employees and Satisfaction

Variable		Mean Difference (I- J)	Std. Error	Sig.	
Satisfaction	100 employees and less	101-500 employees	,15152*	0.05515	0.033
		501-1000 employees	0.08369	0.07354	0.666
		1001 employees and over	,14467*	0.05222	0.031
	101-500 employees	100 employees and below	-,15152*	0.05515	0.033
		501-1000 employees	-0.0678	0.06097	0.682
		1001 employees and over	-0.0068	0.03220	0.997
	501-1000 employees	100 employees and below	-0.08369	0.07354	0.666
		101-500 employees	0.06782	0.06097	0.682
		1001 employees and over	0.06097	0.05833	0.723
	1001 employees and more	100 employees and below	-,14467*	0.05222	0.031
		101-500 employees	0.0068	0.03220	0.997
		501-1000 employees	-0.06097	0.05833	0.723

It is understood that the perception of satisfaction of the participants working in companies with **100 employees or less** is more positive or they attach more importance to this dimension. It is understood that participants working in companies with 101-500 employees give the least importance to the perception of satisfaction among the participant groups.

Table 31. ANOVA Results of Number of Employees for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	100 employees and below	33	3.8681	0.418	0.741
	101-500 employees	35	3.7956		
	501-1000 employees	27	3.7411		
	1001 employees and over	118	3.8220		
	Total	213	3.8128		
Adaptation to Innovation	100 employees and below	33	3.9800	2.006	0.114
	101-500 employees	35	3.8629		
	501-1000 employees	27	3.9060		
	1001 employees and over	118	3.9417		
	Total	213	3.9301		
Brand Portfolio Reputation	100 employees and below	33	4.0069	1.324	0.268
	101-500 employees	35	4.0440		
	501-1000 employees	27	4.0941		
	1001 employees and over	118	4.0903		
	Total	213	4.0702		

As seen in Table 31, there was no significant difference between the number of employees in the company the participants worked for and the independent variables ($p > 0.05$). According to this result, company employees with different numbers of employees do not affect the interpretation of the independent variables.

4.7.4 ANOVA Results for Main Market

Table 32. ANOVA Results of Main Market for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	Local / National Market	57	4.0349	0.597	0.551
	International Market	13	4.0998		
	Both National and International Market	143	4.0289		
	Total	213	4.0346		
Loyalty	Local / National Market	57	3.8436	1.535	0.217
	International Market	13	3.9038		
	Both National and International Market	143	3.7611		
	Total	213	3.8199		
Long-term Relationship Orientation	Local / National Market	57	3.9239	1.778	0.171
	International Market	13	4.0679		
	Both National and International Market	143	3.9093		
	Total	213	3.9226		

As seen in Table 32, there is no significant difference between the main market of the business and the dependent variables ($p > 0.05$).

Table 33. ANOVA Results of Main Market for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	Local / National Market	57	3.8443	1.806	0.167
	International Market	13	3.9615		
	Both National and International Market	143	3.7867		
	Total	213	3.8128		
Adaptation to Innovation	Local / National Market	57	3.9236	0.071	0.931
	International Market	13	3.9487		
	Both National and International Market	143	3.9352		
	Total	213	3.9301		
Brand Portfolio Reputation	Local / National Market	57	4.0773	0.373	0.689
	International Market	13	4.0246		
	Both National and International Market	143	4.0767		
	Total	213	4.0702		

As seen in Table 33, there is no significant difference between the main market of the business and the independent variables ($p > 0.05$).

4.7.5 ANOVA Results for Number of Suppliers

Table 34. ANOVA Results of Number of Suppliers for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	10 suppliers and less	16	4.0993	1.534	0.194
	11-25 suppliers	32	4.0682		
	26-50 suppliers	28	4.0552		
	51-100 suppliers	42	4.0152		
	101 and more	95	4.0149		
	Total	213	4.0346		
Loyalty	10 suppliers and less	16	3.7602	2.135	0.078
	11-25 suppliers	32	3.8880		
	26-50 suppliers	28	3.7887		
	51-100 suppliers	42	3.7864		
	101 and more	95	3.8298		
	Total	213	3.8199		
Long-term Relationship Orientation	10 suppliers and less	16	3.8807	0.903	0.463
	11-25 suppliers	32	3.9634		
	26-50 suppliers	28	3.8896		
	51-100 suppliers	42	3.8593		
	101 and more	95	3.9546		
	Total	213	3.9226		

As seen in Table 34, there is no significant difference between the number of suppliers of the business and the dependent variables ($p > 0.05$).

Table 35. ANOVA Results of Number of Suppliers for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	10 suppliers and less	16	3.6406	1.781	0.134
	11-25 suppliers	32	3.8672		
	26-50 suppliers	28	3.8884		
	51-100 suppliers	42	3.7589		
	101 and more	95	3.8250		
	Total	213	3.8128		
Adaptation to Innovation	10 suppliers and less	16	3.9970	0.542	0.705
	11-25 suppliers	32	3.9519		
	26-50 suppliers	28	3.9056		
	51-100 suppliers	42	3.9027		
	101 and more	95	3.9326		
	Total	213	3.9301		
Brand Portfolio Reputation	10 suppliers and less	16	4.0566	1.804	0.129
	11-25 suppliers	32	4.1237		
	26-50 suppliers	28	3.9867		
	51-100 suppliers	42	4.0949		
	101 and more	95	4.0687		
	Total	213	4.0702		

As seen in Table 35, there is no significant difference between the number of suppliers of the business and the independent variables ($p > 0.05$).

4.7.6 ANOVA Results for Years of Working with the Supplier

Table 36. ANOVA Results of Years of Working with the Supplier for Satisfaction, Loyalty, and Long-term Relationship Quality

		N	Mean	F	p
Satisfaction	5 years and less	33	4.0804	1.691	0.170
	6-10 years	54	4.0610		
	11-15 years	40	4.0311		
	16 years and more	86	4.0031		
	Total	213	4.0346		

Loyalty	5 years and less	33	3.7494	0.393	0.758
	6-10 years	54	3.8278		
	11-15 years	40	3.8684		
	16 years and more	86	3.8158		
	Total	213	3.8199		
Longterm Relationship Orientation	5 years and less	33	3.8347	1.696	0.169
	6-10 years	54	3.8770		
	11-15 years	40	3.9966		
	16 years and more	86	3.9469		
	Total	213	3.9226		

As seen in Table 36, there is no significant difference between the years of working with the suppliers and the dependent variables ($p > 0.05$).

Table 37. ANOVA Results of Years of Working with the Supplier for Supplier's Previous Reputation, Adaptation to Innovation, and Brand Portfolio Reputation

		N	Mean	F	p
Supplier's Previous Reputation	5 years and less	33	3.7857	1.611	0.188
	6-10 years	54	3.7269		
	11-15 years	40	3.8346		
	16 years and more	86	3.8514		
	Total	213	3.8128		
Adaptation to Innovation	5 years and less	33	4.0005	0.647	0.586
	6-10 years	54	3.9373		
	11-15 years	40	3.9096		
	16 years and more	86	3.9099		
	Total	213	3.9301		
Brand Portfolio Reputation	5 years and less	33	4.0761	0.118	0.950
	6-10 years	54	4.0634		
	11-15 years	40	4.0883		
	16 years and more	86	4.0662		
	Total	213	4.0702		

As seen in Table 37, there is no significant difference between the years of working with the supplier and the independent variables ($p > 0.05$).

4.8 Modified Research Model

According to the analysis results, the research model was modified.

Figure 2. Modified Research Model

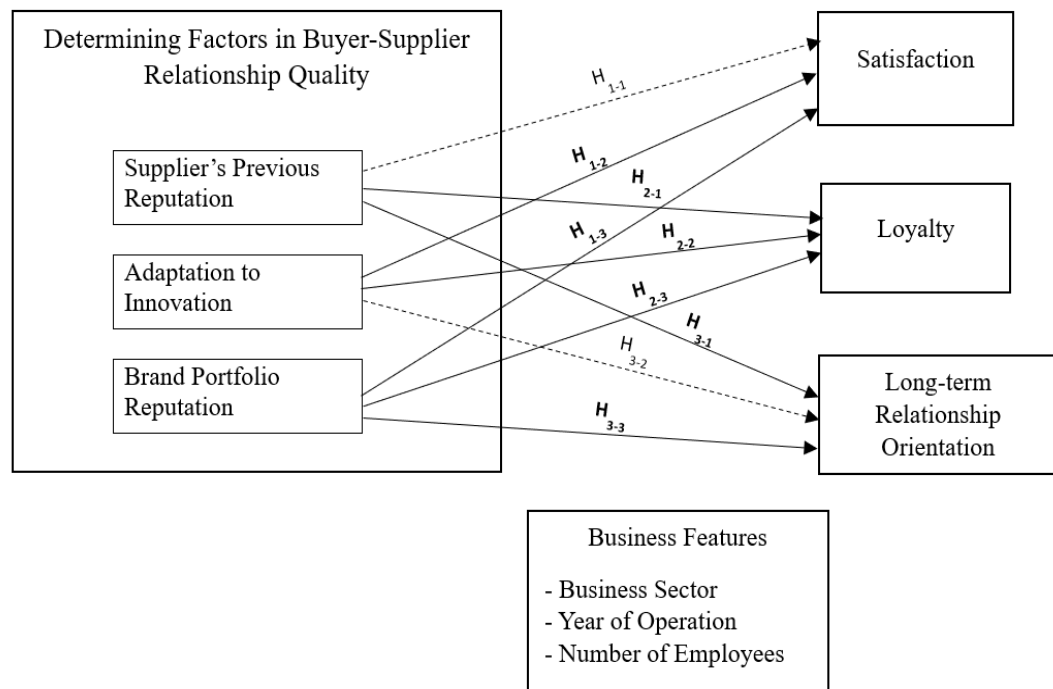


Figure 2 depicts the modified research model based on the analysis results. In the modified model, a solid line indicates accepted hypotheses, while a dashed line signifies rejected hypotheses. In this case, it is indicated that H_{1-1} and H_{3-2} are rejected, while the other hypotheses failed to reject.

5. DISCUSSION

In this research, some important findings were found. The relationship between the sub-dimensions of buyer-supplier relationship quality and satisfaction, commitment and long-term relationship tendency was investigated.

According to the correlation analysis results, There are moderately to substantially robust statistically significant associations between participants' evaluations of the subcomponents of buyer-supplier relationship value and the levels of satisfaction, loyalty, and long-term relationship orientation fostered by this partnership. When the regression model is examined, it can be concluded that there is no multicollinearity issue among the independent variables.

When the regression model was examined according to the satisfaction variable, it is understood that the supplier's brand portfolio reputation (Standardized Regression Coefficient = .315, $t = 6.778$, $p < .05$) and the supplier's adaptation to innovation (Standardized Regression Coefficient = .142, $t = 2.205$, $p < .05$) significantly affected the buyer's satisfaction level.

When the regression model was examined according to the loyalty variable, the study shows that the supplier's previous reputation (Standardized regression coefficient = .175, $t = 4.843$, $p < .05$), adaptation to innovation (Standardized regression coefficient = .153, $t = 2.443$, $p < .05$) and brand portfolio reputation (Standardized regression coefficient = .275, $t = 4.902$, $p < .05$) significantly affected the buyer's loyalty level.

According to the long-term relationship orientation variable, the regression model results shows that, supplier's previous reputation (Standardized regression coefficient = .143, $t = 3.526$, $p < .05$) and brand portfolio reputation (Standardized regression coefficient = .445, $t = 6.874$, $p < .05$) makes significant contributions for the buyer's long-term relationship orientation.

According to the findings, the supplier's previous reputation does not contribute significantly to the buyer's satisfaction in the buyer-supplier relationship. Additionally, the results indicate that the supplier's adaptation to innovation does not significantly contribute to the buyer's long-term relationship orientation.

The supplier's previous reputation, which is one of the sub-dimensions of buyer-supplier relationship quality, contributes to the buyer's loyalty and the buyer's long-term relationship orientation.

The other sub-dimension of buyer-supplier relationship quality is the supplier's adaptation to innovation. It is understood that this sub-dimension significantly contributes to the buyer's satisfaction and the buyer's loyalty.

The other sub-dimension of buyer-supplier relationship quality is the supplier's brand portfolio reputation. It has been understood that the supplier's brand portfolio reputation significantly contributes to buyer's satisfaction, buyer's loyalty, and the buyer's long-term relationship orientation.

Table 38. Hypothesis Results Summary Table

Hypothesis	Result
H₁₋₁: The supplier's previous reputation significantly contributes to the buyer's satisfaction.	Rejected
H₁₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's satisfaction.	Failed to Reject
H₁₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's satisfaction.	Failed to Reject
H₂₋₁: The supplier's previous reputation significantly contributes to the buyer's loyalty.	Failed to Reject
H₂₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's loyalty.	Failed to Reject
H₂₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's loyalty.	Failed to Reject
H₃₋₁: The supplier's previous reputation is a significant contributor to the buyer's long-term relationship orientation.	Failed to Reject
H₃₋₂: The supplier's adaptation to innovation significantly contributes to the buyer's long-term relationship orientation.	Rejected
H₃₋₃: The supplier's brand portfolio reputation significantly contributes to the buyer's long-term relationship orientation.	Failed to Reject

In addition to the findings stated up to this stage, four more significant findings have been encountered according to the analyses conducted. Whether there is a difference between groups based on the characteristics of the business has been tested using ANOVA analysis. As a result of the analysis made by sector groups, significant differences are observed. The participants working in the service sector have a more positive perception of adaptation to innovation or they attach more importance to this sub-dimension. Participants working in the construction sector prioritize the dimension of adaptability to innovation least compared to other participant groups.

According to the ANOVA results conducted for the business operation years, it is understood that firms operating for 21-40 years exhibit a higher level of satisfaction compared to other groups. The group with the lowest level of satisfaction is the employees of firms with 41 years and above of operational experience. Additionally, A significant difference was found between the participants' business operation years and two independent variables such as adaptation to innovation and brand portfolio reputation. According to the Post Hoc analysis results, it is understood that businesses operating for 21-40 years prioritize adaptation to innovation more than other groups. Businesses operating for 21-40 years prioritize brand portfolio reputation more than other groups.

ANOVA analysis result for the number of employees groups shows that a significant difference was found between the number of employees and satisfaction. Participants working in firms with 100 or fewer employees perceive satisfaction more positively or prioritize this dimension more. In this case, it is understood that buyers working in small-scale firms prioritize the dimension of satisfaction more compared to other groups.

The quality of the relationship between buyers and sellers in the industrial market has been investigated for many years. Anderson and Narus (1984) conducted a study examining the distributor-manufacturer relationship. As a result of this research, Their findings suggest that relationships can be nurtured and maintained when a manufacturer delivers outcomes that either meet or exceed distributor expectations, outperforming what alternative suppliers provide. Furthermore, manufacturers can augment the advantages received by distributors by cultivating meaningful communication channels with them. When the outcomes of a specific working relationship meet or surpass expectations, it

results in enhanced distributor collaboration and satisfaction from the distributor's perspective. The similarity in this study indicates that when sellers meet buyers' expectations, it will lead to satisfaction.

Jap, Manolis, and Weitz (1999) examined buyer-seller relationship quality from the buyer's perspective. According to the research results of these authors, relationships of relatively higher quality tend to display greater friendliness, reduced questioning, disagreement, and compliance behavior compared to lower-quality relationships. The study of Jap, Manolis, and Weitz (1999) was conducted in the USA. The similarity in this study shows that from the buyers' perspective, having a positive perspective towards the supplier or having a high relationship quality affects loyalty.

Chinuntdej (2003) found that commitment, satisfaction, reputation are all significantly positively correlated with the success of the relationship. Successful buyer-supplier relationships are positively associated with the level of commitment in the relationships. Successful buyer-supplier relationships are positively associated with the level of dependence in the relationships. The study of Chinuntdej (2003) was conducted in the U.S.A. Similar findings were found in this study. Analyzes show that loyalty and satisfaction play an important role in buyer-supplier relationship quality.

Relationship quality encompasses the collective perceptions of commitment, trust, satisfaction, and relationship-specific investments demonstrated by the firms involved in the relationship (Nyaga and Whipple, 2011). It is similar to the long-term relationship tendency of the suppliers in this study.

Loyalty, and satisfaction are pivotal factors that influence the quality of the relationship between buyers and sellers (da Cunha, 2016). This research of Da Cunha (2016) was conducted with buyers and sellers in Portugal working in the wine industry. Commitment affects the buyer-supplier relationship (Solmaz, 2016). This research of Solmaz (2016) was conducted in Türkiye and accommodation establishments. It contains similar results to this study. In this study, it is seen that there is a significant relationship with commitment and satisfaction and buyer-supplier relationship quality sub-dimensions.

There is a significant relationship between the sub-dimensions of relationship quality between buyer and supplier and satisfaction, commitment and long-term

relationship tendency. Buyers' perceptions are positive about the supplier's history, innovation, and brand portfolio (Uslu, 2019). In the research of Uslu, the participants mainly work in the service sector. Other participants work in the agricultural sector and was applied in one province. Similar results were also obtained in this study. A notable correlation exists among the sub-factors of buyer-supplier relationship quality and satisfaction, loyalty, and propensity for long-term relationships. The studies contain some similar results. However, considering that these studies were conducted in different cities and different sectors, it can be considered normal that some differences occur. One of the most important differences between studies is whether adaptation to innovation contributes or does not contribute significantly to the loyalty model between the buyer and supplier. In this study, adaptation to innovation contributes significantly to the loyalty model between the buyer and supplier. Additionally, it was observed that there were differences at statistical significance levels in the dependent variables and buyers' perceptions of the quality of the buyer-supplier relationship.

In most studies, the quality of the buyer-supplier relationship is often assessed based on demographic characteristics, while detailed examinations of business-specific characteristics are relatively rare. The relationship between the number of employees in the companies, the main market, the year of operation, the sector, the number of suppliers, working year with the suppliers, and both dependent (satisfaction, loyalty, long-term relationship tendency) and independent (supplier's previous reputation, adaptation to innovation and brand portfolio reputation) variables were analyzed.

This research finds variations in the importance levels attributed to adaptation to innovation among participants based on the sector. Additionally, it observes differences in the importance assigned to satisfaction based on the operational years of the business. Moreover, it notes distinctions in the significance levels given to adaptation to innovation and brand reputation based on the operational years of the business. Furthermore, disparities in satisfaction levels are observed among groups formed based on the number of employees. It is thought that these findings make an additional contribution to the literature in this field.

6. CONCLUSION

The findings derived from this thesis study indicates that participants, according to their self-evaluations in the context of the supplier companies with whom they mostly conduct business, tend to have a more positive perception of the relationship between the purchaser and the vendor. In this regard, it is implied that attendees have positive perceptions regarding supplier's reputation from the past, adaptation to innovation, and brand portfolio reputation resulting from the relationship between the purchaser and the supplier.

The findings suggest that participants' perspectives on the sub-categories of the purchaser-supplier relationship quality are associated with feelings of satisfaction, commitment, and relationship orientation stemming from this relationship. Accordingly, as participants' perceptions of supplier's reputation from the past, adaptation to innovation, and reputation of the brand portfolio in relation to the quality of the buyer-supplier relationship increase positively, it may be asserted that there will be a positive increase in satisfaction, loyalty, and long-term relationship orientation stemming from this relationship. Put differently, to experience a favorable sense of satisfaction and commitment in purchaser-supplier relationships and to exhibit a relationship orientation towards sustaining this relationship, perceptions of the sub-dimensions of relationship quality need to progress favorably.

Consequently, as a result of the thesis study, it has been revealed that the most significant relationship value subdimensions determining participants' levels of relationship satisfaction are brand portfolio reputation and adaptation to innovation. Similarly, it has been found that the most significant relationship quality subdimensions determining participants' levels of relationship loyalty are brand portfolio reputation, adaptation to innovation, and supplier's reputation from the past. Furthermore, it has been identified that the most influential relationship quality subdimensions determining participants' levels of relationship tendency are brand portfolio reputation, along with supplier's reputation from the past. Therefore, for participants to derive satisfaction, foster a sense of loyalty, and exhibit a long-term relationship tendency from the buyer-supplier relationship, greater attention should be given to the emotional aspects of relationship quality.

7. LIMITATIONS

This thesis study is confined to a particular timeframe and primarily to the automotive, construction, certain service sectors, and some manufacturing sectors. Therefore, replicating this research in different sectors may yield useful results for comparison purposes. Additionally, in this study, the convenience sampling method was utilized. It can be stated that there is a limitation in this method. Conducting repeated studies over time with a random sampling method can offer opportunities to observe changes in perceptions of relationship quality between buyers and sellers.



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APPENDICES

Appendix A – Survey – Questionnaire Form

Appendix B – Ethics Committee Approval

APPENDIX A

Questionnaire

Dear Participant;

This form serves as a data collection instrument for the investigation titled "Analysis of Buyer-Supplier Relationships." The accuracy of our research outcomes hinges on the candid responses you provide. Your sincere input, requiring approximately 5-6 minutes of your time, will yield substantial contributions to our study. The research is centered on overarching themes rather than specific individuals or companies, and any personal information will be treated with utmost confidentiality. We appreciate your interest and valuable support.

Prof. Dr. Yusuf Can ERDEM

Gamze TEZCAN TEMELLI

Yeditepe University Institute of Social Sciences
Master of Business Administration

I. Please fill in the information in the table below completely.

Gender ☐ Male ☐ Female	Age (Please write).....
What is your educational status? ☐ Primary education ☐ High School ☐ Associate Degree ☐ Undergraduate ☐ Postgraduate	
What is your status in the business? ☐ Owner ☐ General Manager (CEO) ☐ Purchasing Manager ☐ Product / Production Manager ☐ Marketing / Sales Manager ☐ Export Manager ☐ Senior Manager ☐ Executive Assistant ☐ Other (Please write).....	
How many years have you been working in this sector? Year/Years	
In which sector does your business operate? (Please write).....	
How many years has your business been operating? Year/Years	How many people work in your business? Person/People

What is the main market that your business mainly addresses? ☐ Local Market ☐ National Market ☐ International Market ☐ Both National and International Market
How many suppliers do you work with? (Please write).....
How many years have you been working with the supplier (the supplier you do most business with)? (Please write)..... Year/Years

II. Please consider the supplier with whom you currently conduct the majority of your business. Kindly select the option that most accurately reflects your views about this supplier, endeavoring not to omit any statements whenever feasible.

Utilize the provided scale when indicating your preferences: ① Strongly Disagree; ② Disagree; ③ Neither Agree nor Disagree; ④ I agree; ⑤ I Strongly Agree

1	This supplier is a highly respected company in this industry	(1) (2) (3) (4) (5)
2	This supplier has a bad reputation in the market	(1) (2) (3) (4) (5)
3	This supplier is known to be closely associated with customers	(1) (2) (3) (4) (5)
4	This supplier is one of the most talented in the industry	(1) (2) (3) (4) (5)
5	We highly value the fact that this supplier is a family business	(1) (2) (3) (4) (5)
6	It is very important for us that this supplier has been in business for several generations	(1) (2) (3) (4) (5)
7	The fact that this supplier is a family business is a cause for concern for us	(1) (2) (3) (4) (5)
8	This supplier's history is not a factor we attach great importance to	(1) (2) (3) (4) (5)
9	This supplier frequently develops new production technology	(1) (2) (3) (4) (5)
10	This supplier is adopting new management practices to improve its performance	(1) (2) (3) (4) (5)
11	This supplier has a high level of innovation success	(1) (2) (3) (4) (5)
12	This supplier has enough flexibility to solve unforeseen problems	(1) (2) (3) (4) (5)

13	This supplier manages change well	(1) (2) (3) (4) (5)
14	This supplier possesses the adaptability to swiftly align its inventory with our evolving needs	(1) (2) (3) (4) (5)
15	The responsiveness of this supplier to our requests is marked by commendable flexibility	(1) (2) (3) (4) (5)
16	Innovation remains a constant feature of offerings from this supplier	(1) (2) (3) (4) (5)
17	The expansive product range offered by this supplier is advantageous for our market needs	(1) (2) (3) (4) (5)
18	The collaboration with leading brands is a significant criterion for our association with this supplier	(1) (2) (3) (4) (5)
19	The affiliation with prestigious brands holds importance for our partnership with this supplier	(1) (2) (3) (4) (5)
20	Our satisfaction with the relationship with this supplier extends to the profitability aspect	(1) (2) (3) (4) (5)
21	In terms of market share, our association with this supplier is a source of satisfaction	(1) (2) (3) (4) (5)
22	The performance of this supplier contributes positively to our sales growth satisfaction	(1) (2) (3) (4) (5)
23	This supplier aligns well with our goals, meeting the ideal expectations	(1) (2) (3) (4) (5)
24	Satisfaction with this supplier is comprehensive across all dimensions	(1) (2) (3) (4) (5)
25	Our expectations are met, leading to overall satisfaction with this supplier	(1) (2) (3) (4) (5)
26	The management and coordination of activities by this supplier are sources of satisfaction in our relationship	(1) (2) (3) (4) (5)
27	The level of commitment demonstrated by this supplier contributes to our overall satisfaction	(1) (2) (3) (4) (5)
28	In the face of criticism from external parties, we actively defend and support this supplier	(1) (2) (3) (4) (5)
29	A strong sense of loyalty is established within our relationship with this supplier	(1) (2) (3) (4) (5)

30	The exploration of alternatives to replace this supplier is not a constant consideration	(1) (2) (3) (4) (5)
31	Future plans involve continued product purchases from this supplier for an extended duration	(1) (2) (3) (4) (5)
32	Given a superior opportunity from another supplier, an immediate switch would be considered	(1) (2) (3) (4) (5)
33	Our commitment to sustaining the relationship with this supplier is not particularly strong	(1) (2) (3) (4) (5)
34	Long-term investments in purchasing products from this supplier are contemplated with considerable willingness	(1) (2) (3) (4) (5)
35	The relationship with this supplier is perceived as a enduring partnership	(1) (2) (3) (4) (5)
36	Instances of misunderstandings and problems caused by this supplier are met with patience	(1) (2) (3) (4) (5)
37	Dedication of necessary resources and personnel to support the supplier's product development is a commitment	(1) (2) (3) (4) (5)
38	The supplier is viewed as an integral team member rather than solely a transactional entity	(1) (2) (3) (4) (5)
39	Pride is taken in sharing the association with this supplier with others	(1) (2) (3) (4) (5)
40	The benefits derived from the relationship with this supplier surpass the incurred costs	(1) (2) (3) (4) (5)
41	The expected value from our investment in this supplier relationship is being realized	(1) (2) (3) (4) (5)
42	In the broader sense, the value deserved is received from our relationship with this supplier	(1) (2) (3) (4) (5)
43	The continuation of our relationship with this supplier is partially driven by moral considerations	(1) (2) (3) (4) (5)
44	Maximum efforts are exerted to meet the expectations set by this supplier	(1) (2) (3) (4) (5)
45	A sense of duty is acknowledged in strengthening the ties with this supplier	(1) (2) (3) (4) (5)

46	The belief in the profitability of sustaining a long-term relationship with this supplier is established	(1) (2) (3) (4) (5)
47	The maintenance of a long-term relationship with this supplier is deemed necessary	(1) (2) (3) (4) (5)
48	Long-term goals are prioritized in our relationship with this supplier	(1) (2) (3) (4) (5)
49	Occasional sacrifices are willingly made to support the interests of this supplier	(1) (2) (3) (4) (5)
50	The focus in our relationship with this supplier extends beyond transactional outcomes	(1) (2) (3) (4) (5)
51	A lasting collaboration with this supplier is the expectation	(1) (2) (3) (4) (5)
52	The sacrifices made to support this supplier are believed to yield long-term benefits	(1) (2) (3) (4) (5)
53	This supplier works by focusing on our brands	(1) (2) (3) (4) (5)
54	This supplier is committed to working for our brands	(1) (2) (3) (4) (5)
55	This supplier has a sufficient product variety or brand portfolio	(1) (2) (3) (4) (5)
56	This supplier knows how to add value to brands	(1) (2) (3) (4) (5)
57	This supplier demonstrates various promotional efforts that will add value to the brands	(1) (2) (3) (4) (5)
58	This supplier prefers sales incentives based solely on discounts	(1) (2) (3) (4) (5)

APPENDIX B



T.C.
YEDİTEPE ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Bilimsel Araştırma ve Yayın Etiği Kurulu Müdürlüğü



06.03.2024

Sayı : E.51461623-050.06-367
Konu : Gamze Tezcan Temelli'nin Etik Kurul
Onayı Hk.

İLGİLİ MAKAMA

Üniversitemiz Sosyal Bilimler Enstitüsü İşletme Programı yüksek lisans öğrencisi Gamze Tezcan Temelli'nin, Doç. Dr. Yusuf Can Erdem danışmanlığında gerçekleştireceği 'Investigaiton of Purchasing Behavior in Industrial Markets and Buyer- Supplier Relationship Quality' başlıklı araştırmasının Beşeri Bilimler Etik standartlarına uygunluğuna ilişkin Yeditepe Üniversitesi Beşeri ve Sosyal Bilimler Bilimsel Araştırma ve Yayın Etik Kurulu onayı ekte sunulmuştur.

Gerekli iznin verilmesi hususunu bilgilerinize arz ve rica ederim.

Prof. Dr. Fatma Yeşim EKİNCİ
Rektör Yardımcısı

Ek: 48 Sayılı Kurul Kararı.pdf

YEDİTEPE ÜNİVERSİTESİ BEŞERİ VE SOSYAL BİLİMLER**ETİK KURUL KOMİSYONU****20.02.2024 TARİHLİ****48/2024 No' lu TOPLANTI KARARLARI**

21) Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Programı yüksek lisans öğrencisi Gamze Tezcan Temelli'nin '*Investigaiton of Purchasing Behavior in Industrial Markets and Buyer- Supplier Relationship Quality*' başlıklı araştırmasının Beşerî Bilimler etik standartlarına uygunluğu, Yeditepe Üniversitesi Beşerî ve Sosyal Bilimler Bilimsel Araştırma ve Yayın Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.

