



## Exploration of Factors Influencing Vendor Buyer Relationship in Automobile Business Market

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**Abstract:** This study attempts to present the reasons defining the relationship building process between suppliers and customers in the automotive market, based on the scope of the buyer-seller relationships. The results of the review of several articles and the factors which affect the ties between car manufacturers and suppliers allow one to understand the degree of satisfaction of the relations between the partners. We display different reasons that relationship fulfilment contributes to relationship maintenance. New types of ties between car manufactures and their vendors have culminated in a bureaucratic auto parts supply system. However, it was noted that the partnership relies on the mutual actions of the partner, on information and technology exchange and on the experience of the relationship between the seller and the customer. Relationships are today similar to the features of a cooperative model with long-term and mutually dependent relations. The partnership cannot be considered as purely cooperative or competitive. There has also been an attempt to define core problems and the direction of potential study.

**Keywords:** Vendor Buyer Relationship, Relationship Satisfaction, Collaboration, Communication, New Product Development

### I. INTRODUCTION

Supplier-purchaser partnerships are becoming the "backbones of the modern world's economic activity" and a focus of corporate productivity, efficiency and long term market growth. For instance, according to Gadde&Hakansson (2001, p.4), "The competitiveness and profitability of a single company depends greatly on its ability to handle the supply side" The partnership between the seller and buyer is a principal factor of both consumer and shareholder valuation. With the growing acceptance by businesses of specialization of globalization and outsourcing strategies and the emphasis on their core competences, these companies have a strategic advantage over others. Globalization and accelerated inventions in IT have an influence on today's inter-organizational ties. Competition no longer occurs between businesses, but between supply chains. Today the suppliers and the network of upstream and downstream businesses have to operate their own organizations. Growing international rivalry has caused companies to focus on the need for mutual, interconnected supply chain relationships and the collective development of inter-organizational processes is given priority. As a means of competitive advantage, supply chain strategy has strategic significance. Effectively controlling the supply chain has been essential for organizations' sustainability and growth. The whole supply chain processes must also be planned, controlled and organised as a team. The convergence of the supply chain has now been a crucial aspect of the SCM strategy. Previous reports conclude that the higher the integration level with providers and consumers is, the higher the possible benefits.

Relationship stability is the ability of parties to continue, permanently or in future, their decision to cooperate (Auruskeviciene&Palaima, 2007). Comparative results suggest that supply chain companies with a high degree of coordination are more likely than those in less competitive supply chains to establish relationships (Myhr&Spekman, 2005). This ensures that the willingness of every business to please consumers remains committed and to fulfil potential standards and intentions and maintains the preference of suppliers to sustain a close partnership (Biong&Selnes, 1995; Crosby, 1990 & Hennig-

Thurau, 2002). Buyer-provider relationship in this regard applies to "2 or more chain members partnering together to build a strategic edge (Sridharan&Togar, 2002). It is also a form of relationship exchange that involves the sharing of knowledge, rewards and joint decision making (Corsten&Felde, 2005; Simatupang&Sridharan, 2005 a). This strengthens trust, engagement and adaptation between companies and their suppliers which then contribute to continuity of relationships (Heide& John, 1992; Morgan & Hunt, 1994).

In the other hand, previous research has underlined the importance of studying the complex essence of the relationship between the supplier's buyer's relationship management and the company's results in order to achieve competition by resolving the process of so-called "bond spirals". Competitive dynamics evolve quickly, pushing businesses to develop creative and agile ways to conquer their competitors. Organizations have embraced several new paradigms in order to stay successful. Supply Chain Management (SCM) is one paradigm that a business finds to be a means of strategic advantage. SCM increases the corporate efficiency and allows all channel participants of the supply chain to establish stronger mutual and cooperative ties. SCM is used to monitor connections with suppliers and customers upstream and downstream. SCM is often used in organising multiple operations, e.g. manufacture, logistics, supplies, delivery, transport, etc. within the enterprise.

## II. REVIEW OF LITERATURE

Relationships are the foundations for an efficient supply chain. A sound collaboration helps the channel participants to achieve progress in efficiency, cost savings and sales growth, as well as to face uncertainties in demand and supply. Relations in a supply chain play a dual function, not just in order to link the business with a partner, but also in the supply chain. Seller customers are a key aspect of the supply chain partnerships. In order to produce reciprocal gains, they are engaged in a partnership. It is therefore necessary to maintain a strong relationship between vendor and buyer, and both seller and buyer must work together as a team. Attention should be given to sharing skills and services to satisfy all needs. Several factors such as shared risk-sharing and compensation, good comprehension of the role and duties of each other, high degree of engagement and trust, long-term orientation and mutual knowledge sharing contribute to fruitful relationships. From the buyer's point of view, the advantages of near operating partnerships with suppliers are seen as increased consistency of goods or services, decreased prices and a shortened lead times or service completion period. Increased competition, rising market share and creativity are taken as gains at the strategic stage. The impact of various vendor, consumer, business and commodity characteristics have not yet been investigated.

### **A) *Esteem and partnership***

The relationships in the supply chain management are designed as supplier-buyer ties. They are focused on the belief that "shared risk and rewards bring a competitive advantage which leads to a business performance that is larger than individual firms would achieve" [Lambert, Emmelhainz, Gardner, 1996]. For global operations, there is a tremendous need to create ties with different types of manufacturing firms. Closely aligned with customers allows vendors to reach across national borders and satisfy consumer demands internationally. This contributes to the advancement of the partners' shared interests and concentrates on offering value for end consumers. This then includes collaborative coordination and organisation of the product growth. Controlling the production, efficiency and inventory levels and then eventually defining the customers' platforms or networks to distribute useful goods. (Lambert, Gardner, Emmelhainz, 1996)

During the 1990s, the relationship with the retailer customer was based on give and take. Those that came out the lowest in the bidding process were chosen as buyers. At the time, consumers were able to prosper along with their expenditures. It was then the case for all sides to do or to die. The partnerships between vendors and customers are closer to each other in order to establish strategic bus partners. Trust building practices enforce partners' dedication to shared purposes, as trust has proved to be the leading influence in the partnerships with the supplier customer. Trust promotes company deals, increases customer loyalty and improves employee satisfaction. (Noteboom, 1996, Pirson and Malhotra 1997, Doney and Cannon, 2007).

It was observed that all managers who are serious about enhancing supply chain responsiveness should work towards creating more trust with key vendors and explore on a regular basis the different possibilities of cooperation and knowledge sharing. The findings also indicate that the ties between the

seller and the buyer will evolve on two levels. First of all, at business level, interference powers such as market control and law contracts are tightly linked, and at behavioural and cognitive stages, where the connections between vendors and buyers tend to be of little significance (Handfield & Bechtel 2001).

The main concern with collaborative systems is the use of effective knowledge processing technology. These technologies must foster convergence among the supply chain nodes at different levels. No integration, partial A, partial B integration, and complete integration were defined as follows (Hernández, Mula, Poler, & Lyon 2013 and Marquez 2004). As a result, the Li et al. study (2009) acknowledged that convergence of supply chain nodes facilitates improved awareness of demand, better demand forecasting processes and flexible inventory-management and delivery policy. Moreover, the incorporation of information from two dimension can also be calculated in terms of supply chain efficiency, i.e. correspondence among strategic future partners based on their future strategies to relevant suppliers; (Jayaram and Tan 2010).

The partnership with multiple collaborators will increase the productivity of the activities and can also yield outcomes. Companies interact internally as well as publicly. Internal cooperation occurs among partners or teams in a company to achieve the shared aims and goals of the company. External coordination includes all stakeholders in whom an organization externally transacts, including manufacturers and consumers (Schmidt 2010).

Trust enhances imagination, innovation and the exchange of knowledge; it also helps to upgrade collaboration among partners. Developing a high degree of confidence decreases the difficulty of discussions and encourages them to negotiate sensitive issues for mutual benefits. For mutual gains. It contributes to a decrease in resource usage. Osterloh and Frey, 2000 and Buttler, 1999 (Politis, 2003). A full and transparent contact is the essence of every good partnership. It is found that shared willingness to work together and an agreement on knowledge sharing is essential to the creation and continuation of long-term relationships among partners. In order to have successful contact, knowledge about buyers' skills and trustworthiness must be gathered. Sellers and consumers must collaborate in order to manage the movement of goods efficiently amongst themselves. In order to achieve competitive advantage, partners need to exchange information about retail costs, negotiating agreements, distribution plan, technical details and other strategic concerns. Consequently, collaboration has become the integral part of trust and relationships growth. (Das & Teng, 1998). 1998. Benton and Prahinski (2004) (Prahinski and Benton) (2004)

Sellers and buyers are mutually interdependent, sellers play a critical role in promoting the buyer market and only buyers are allowed to establish business solutions such as parts and goods design and modifications (Rangarajan, et al., 2008). Therefore, only confidence-building exercises are sufficient to create a long-term partnership. Confidence has a good impact between seller and buyer, and it allows buyers to spend even without a written contract in the particular specifications of the sellers. Ryu, et al. (2007) concluded in their analysis that buyer success is a confidence facilitator. The efficiency of customers can be evaluated by assessing different metrics e.g. product consistency, on-time delivery, technological ability, experience, average expense, quotes/promises precision, response to the order, lead time, contract execution, price variation. These criteria have a positive impact on long-term orientation and thus build trust between the relationships with the seller customer. The success of the customer is thus positively linked to the growth of confidence.

AmadChe, Latifah, Hamid Abu Bakar Abdul, NorzafirMdSalleh, Chong Siong Choy (2008) have worked in local automotive industry vendor relations (Malaysia). He conducted a cross-sectoral survey of vendors and buyers, and found that manufacturing companies rely primarily on buyer growth and add buyers to increase buyer capability. The vendors concentrate on a short-term approach to product design and development. It is clarified because if there is not a confidence building exercise and knowledge exchange, the relationship between seller buyer would not be completely established and thus these criteria must be centred. The restricted sample size in this analysis indicates that the loss of confidence and knowledge exchange and the findings cannot be generalised.

Charterina and Landeta (2010) analysed the pool impact of dyad related capabilities on the creativity of seller firms and found that trust, the interdependence of resources and buyer innovation leads to a stronger relationship between the seller and the customer. He finds that every partner's investment in capital, information and knowledge sharing, interdependence and engagement contributes to creativity and has a positive influence on the relationship between suppliers purchasing.

Johnston et al. (2004) carried out a survey to assess the influence of buyer faith on the success of

cooperative buyer relationships. They find that cooperation activities, such as common planning and consistency in collaboration, are the stable foundation for customer faith in the selling business.

### **B) Communication and Exchange of Information**

As a direct and indirect buyer growth plan, Wagner (2010) has split the buyer development programme into two parts. In all branches, manufacturers must play a vital and involved part in the successful growth of the buyer development programme. In the learning programme for direct buyers, the emphasis was on the transfer of expertise and information exchange, welcoming buyer workers and carrying out training programmes. Different tasks, such as product design, product model, performance of execution, technological capability, etc., were included in the programme for indirect purchaser growth. Furthermore, he observed that in indirect purchaser growth, purchasing companies relied on contact networks and external marketing powers, to achieve efficiency gains on the purchasers' side, as well as on the direct purchaser development programme. It is proposed that businesses should either participate with the production of direct buyers or with the development of indirect buyers, rather than both. The businesses may be part of both programmes and losses from their suppliers as vendors are unable to focus concurrently on both the implementation programme.

Aslan Imran, Elif Sis, OrhanCinar, Cetin (2011) carried out a study endorsing this study. Taking these parameters into consideration, they focused on the short-term and long-term buyer growth strategy. Sellers must assess buyers and make regular visits before any buyer is chosen. In order to make purchasers more effective and successful, suppliers must have preparation and exchange of information. Collaborative inter-organizational cooperation is important at all times to maximize the efficiency of customers. The experts believe that confusion and wrong tactics end in misunderstanding. After the company's results, the vendor takes the decision to spend its financial, technological and staff capital on the selective basis for the purchaser to generate value for customers and to increase their efficiency. Incentives play a vital role in improving buyers' success. Buyers rely on businesses to share quality, distribution and cost-related challenges and concentrate collaboratively on their solutions.

Sharing of information between businesses can overcome distortions such as the bullying effect and reduce processing costs (Simchi-Levi 2003). When businesses exchange knowledge that has an impact on their corporate operations, they can then more efficiently perform their tasks by consistently leveraging the information and organisation of their activities. The exchange of information about the estimation, advertising and marketing strategies would help businesses minimize confusion and improve the efficacy of companies (Salcedo and Grackin 2000).

To save their investments in the exchange of information, producers need to use their usable historic demand information smartly. In order to react quickly to a rapid change, an organization should be aware of new information provided in its surroundings and then implement processes which allow fast decision-making and practice to minimize information overload (Rashed, Azeem& Halim 2010).

The current state of connections between supplier and consumer is determined by measuring the provider's ability to respond to customer requests. Some of the considerations relevant to information and connectivity convergence are found in the interaction between suppliers and consumers. Via integration, suppliers and consumers will work together to deliver improved financial performance, the best level of customer support and superior product consistency (Udin, 2003). Integration of supplier-customer partnerships involves different supply chain operations, such as logistics or delivery, sourcing, product creation and human capital, production power or other resources. In order to accelerate this merger, connectivity and information are the key consideration that must be remedied (Udin ,Mohtar& Othman 2008).

The (Prahinski and Benton (2004), (Singh et al., 2006) (Rangarajan et al., 2008) studies indicate that close contact between sellers and buyers improves the morals of buyers who believe they are part of their competitive strategy. Faced with communication, the whole communication situation between partners is modified and a supportive atmosphere for multiple members to share the problems. It also insists on fair opportunity for all and thereby helps partners to become more open, competitive and dynamic. It also allows to preserve easy transfers where contracts cannot be introduced. With its growing impact, it tends to minimize tensions between decision-making and partner roles.

Inayatullah, Rakesh Narain and Amar Singh have worked on the role and confidence in the market success of sellers. The key factor analyses were used in their analysis to test corporate success metrics. The

metrics were further grouped into three categories, called operating efficiency, financial performance and product performance. The partnership between the seller and the buyer is improved with the creation of trust. The research centered mainly on the impacts of confidence building practices, for example, face-to-face contact and equal consideration for customers leading to better buyer's success and other organizational performance. Later it became clear that both variables rely on each other; e.g. organization success is dependent on purchaser performance and purchaser performance is again dependent on seller purchaser activities and faith plays a vital role in the collaboration and convergence of the previous activities. It is concluded that equal representation of purchasers by the sellers has a positive effect.

A study carried out by Gustin, C.M., Daugherty, P.J. & Stank, T.P. (1995) explores how the integration and execution of logistics needs to be highly aware and usable. Precise and full knowledge contributes to improved potential for decision-making at all stages. They also revealed that those businesses with the capacity to conduct integrated logistics functions increased their IT efficiency relative to non-integrated companies. Mentzer, 2004 also backed the above-noted reality and said information-sharing helps build relationships between buyers and suppliers. Because of the sophistication of industrial technology, manufacturers have begun to involve customers in the distribution chain. Thus businesses that establish close partnerships have benefited from alliances on technology sharing.

Informatics (IT) plays a critical role in forecasting the degree of near-integration between two separate companies that are vertically connected to a value distribution mechanism. It reflects on the relative impact of three sets of influences originating from the literature regarding transaction prices, political economy and information systems. In specific, the analysis analyses data concerning 447 car provider relations between the U.S. and Japanese automotive industries, and finds that three variables influence the degree of close integration: (1) The partnership market,

(2) The characteristics and the supplier's relative forces,

(3) Inter-organizational IT uses (Bensaou and Venkatraman 1992).

In order for the goods to be customized, the sharing of information between automaker and supplier is in-depth and constant, and the automaker must bear the expense of choosing to change suppliers. During the captive supplier scenario, the extremely complex components of a new technology, for instance the vehicle steering mechanism, were developed and owned by the supplier. These components need tremendous investment by the supplier to stay on the market, but because of the absence of advanced technological capabilities, automakers shift providers as technology evolves and technologies arise, because such providers have so little negotiation control over car manufacturers. In this scenario the competition is extremely competitive, knowledge sharing is lower than other operations and vendors rely heavily on the automation industry (Vanalle and Salles 2012).

The relationship between automakers and suppliers has two dimensions: the transfer of knowledge and engagement. In its lower degree, the flow of information relies on only economic aspects. At the middle level, the sharing of knowledge on factories, facilities and financing is involved. It includes the collective support for organizational and technological problem solving at the highest level. Suppliers are more committed to continuity of supply for their partners (Helper 1991).

### ***C) Satisfaction in Collaboration and Relationship***

The partnership between seller buyers is found to be a dynamic and not well-defined building. The multiple aspects of vendor buyer relationship (information alignment, CRS collaboration and resource-sharing and ORL organizational relationships) around the supply chain, integrating internal and external integration with vendors and buyers, offer a model for evaluating the difficulties and obstacles associated with vendor buyer relationships (Luque, Lopez & Dey 2012). Korhonen (1998) describes the partnership satisfaction improvement by product selection, distribution accuracy, responsiveness and stability as one catalyst for the knowledge process in supply chains. He stresses more clarity and visibility of the flow of products and details, inventories, demand, etc.

Ping, 2003. Geyskens & Steenkamp, 2000. Company and structure rely on corporate and affiliate partnerships. Relationships have become an integral aspect of the company and sellers want their customers to uphold higher expectations. In order to have a competitive advantage over others, it is mandatory to create and sustain ties between vendor and vendor. In this context the enterprises focus on collaborations with creative buyer strategies that lead to the creation of effective business relationships which support both sellers and suppliers. Relationship happiness has been a vital aspect of the customer relationship with the seller. Effective corporate partnerships have been shown to reduce purchase costs



and increase economic value both for advertisers and consumers.

Ganesan (1994) has provided some reasons for developing fruitful partnerships with vendors, which include excellent customer service, products and reliable delivery networks. These aspects help maintain the strategic edge, the fulfilment of partnerships and are essential to long-term relationships with their purchasers. Ramaseshan, Yip & Pae, 2006; Rodriguez, Agudo, & Gutierrez, 2006). Abdul-Muhmin, 2005. Supports the aforementioned evidence and notes that relationship fulfilment from both parties is essential to sustaining long-term partnerships. Relationship happiness has been investigated as an indispensable consideration for relationship marketing and marketing networks.

Corsten & Kumar, 2005; Leonidou, Palihawadana, Theodosiou, 2006) performed a Marketing Channel Satisfaction Survey and investigated the long-term regulatory and longevity satisfaction of Channel participants. Retailers and distributors build strong working relationships with their buyers to supply their clients with products easily and effectively. This interdependence becomes the secret to good relationship fulfilment on delivery networks. It has also been clarified that the channel strategy between suppliers, consumers, dealers, retailers and clients for establishing good relationships is being built for industrial and consumer markets. This initiative increases the capacity of channel intermediaries to develop closer and more cohesive partnerships with customers, in order to compete with their rivals.

A recent research by Abdul-Muhmin (2005) in Saudi Arabia has found that the fulfilment of relationships depends very much on the satisfaction of buyers' marketing programmes' product results. Other considerations like cost, distribution service and marketing contact efficiency have no impact on the satisfaction of the partnership. The above reasons illustrate that businesses must rely on goods, procedures and technologies to stay competitive and bring value to their customer partnership. These advantages are important in choosing and retaining marketing ties. In order to build, develop and maintain partnerships, continually providing superior benefits bring value to their product. Long-term collaboration brings extreme importance to their friendship. The research focused on improving such variables as essential factors for the fulfilment of multidimensional channel participants.

A study revealed that the supply chain relationships between producer and customer had a clear positive association both with efficiency and with satisfaction of suppliers. In concept, suppliers may be expected to be concerned more with their own ultimate output than with the entire channel, even in a supply chain integrating environment. The influence of the seller-customer relationship on satisfaction of the supplier also indicates that a longer and stronger relationship could improve such satisfaction (Benton & Maloni 2004).

Nor has Azila, M.N, Selvan, Pa, Zolkafli, H.b 2011 done research in Malaysia to assess the opinion of car dealers regarding their customer relationship. The findings of the study suggest that sales support affects partnership satisfaction favorably, i.e. beneficial sales support improves dealer satisfaction. Factors that businesses contribute to their organizational support include showroom layout support, order management, consulting, follow-up on orders and response to emergency needs. The sales service thus adds significantly to the fulfilment of the buyer partnership. It was also observed that distribution efficiency had no significant effect on the satisfaction of vendor buyers. The reasons for the limited effect of supply support are the assumption of retailers that supply support is just a fundamental and key consideration in industry. You agree that spouses must have a willingness to learn one another, to feel the value of relationship, shared allocation of wealth and collective development towards mutual interests and long-term partnerships.

Gassenheimer and Ramsey (1994) published a review that considered data on funding for purchases in the vendor buyer partnership to be of utmost satisfaction. He also studied that the willingness of the customer to spend in dealer sales support is essential to dealers in the automotive industry. He has found that distribution assistance has an effect on partnership satisfaction. However, Yilmaz, Sezen & Kabadayi (2004) agree that fulfilment efficiency does not affect the satisfaction of the vendor partnership directly. Yilmaz and al. It also follows the Gassenheimer and Ramsey analysis (1994).

Singhy, Smithz & Sohal (2004) studied competitive supply chain management issues in Australian automotive industry. Different problems impacting automotive supply chains have been identified and addressed briefly (low volume of vehicles production, relentless demand for cost savings, modularization trend, trend in dealer parks and the online sequence of the car, technical obsolescence risks, tenuous industrial relations, lack of full-service logistics) This have multiple impacts on the automotive industry and influence the management of the supply chain by influencing the relationship of the provider with its supply chain partners.

The interested and relevant implications of vendor-buyer partnership management were studied by Hill, Eckerd, Wilson & Greer (2008). First, they defined empirically the importance of a psychological contractual breach as a variable mediating the relationship between unethical conduct and confidence. Secondly, they show that the connection between perceived immoral conduct and trust occurs directly. Thirdly, it shows how social psychological variables affect suppliers' appraisal and how these variables can influence the degree of interest of the supplier in the customer. The results can be seen in both customer and seller companies that are keen to build or sustain long-term partnerships with other companies that are mutually rewarding.

### III. CONCLUSION

This study explored the impact of buyer-supplier cooperation and the stability of partnerships in manufacturing companies in Kampala in general. In specific, the analysis explored the co-operation aspects between the customer and the supplier, which were largely positive and important in relation to stimuli coordination, mutual decision-making and knowledge exchange for adaptations, responsibilities, confidence and partnership longevity. However, there was no substantial association between reward coordination and adaptation. In addition, the buyer-supplier partnership elements, the exchange of knowledge was a greater measure of continuity of relationship than opportunity and collective decision-making.

Finally, the connection between buyer/supplier partnership and continuity of relationships is apparent that as manufacturing businesses coordinate rewards, make mutual decisions and exchange knowledge, the continuity of relationships increases on customer satisfaction, the retention of suppliers, customer engagement, future aspirations and plans between purchasers and suppliers.

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