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BUSINESS PARTNERSHIP DEVELOPMENT ON THE BASIS OF INTERNAL
AND RELATIONSHIP MARKETING

Summary of Doctoral Dissertation
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RESUME OF DOCTOR'S DISSERTATION

INTRODUCTION

Relevance of the topic and necessity for its solution. In evolving situation in the market, changing economic situation and increasing number of competitors, companies must try to sustain their position in the market by ensuring quality and expanding their business. Therefore, companies try to secure their position in the market by partnering with other business participants. These inter-organizational changes enable companies to understand and assess new opportunities to gain competitive advantages internally, and externally, through relationship based on trust and co-operation. New inter-organizational relationship based on creating partnership involve values such as trust, commitment, collaboration and relation that became inherent from business practice. So, in order to create business partnership it is required not only flexible and continuous communication, which is one of the most important factors that ensures successful partnership, but it is also important to constantly link the level of both partners' employees involvement, knowledge, competences, successful motivation policies, which would meet employee needs and in return employees would feel as a part of a company and would link their own and company objectives (individual and in partnership).

In general partnership creation and development in companies can be revealed through internal (employees) relationship and external business partnership. In this case, business partnership development can be discussed through interconnectivity of internal and relationship marketing, successful and effective employee selection, motivation and involvement in company management and planning in organizations.

Relevant and innovative aspect can be considered approach which tries to find and prove links and interconnectivity of internal and external relationships and activities. Although various scientists try to explain and investigate the effect of internal marketing objects (employees) and possible influence on external relationship success, the influence of internal marketing on business partnership hasn't been clearly theoretically and empirically described and scientifically proven. Despite of majority of scientists analysing partnership and its development as a way to sustain relationship and

communication in order to gain competitive advantage, there is no confirmed and scientifically proven business partnership development based on various internal and relationship marketing components, systemic modelling methodology, that would base organizational relationship development on interconnectivity of internal and external participants input and capacity. That's why it is important to present theoretical model of business partnership development based on internal and relationship marketing, which would be innovative and reflective of all researched theories and which would allow to determine correlation of individual theoretical elements and effectiveness in overall system in consideration of all factors that determine development of partnership.

Problem of the scientific thesis – how does internal and relationship marketing influence the development of business partnership.

Object of the scientific thesis: development of business partnership.

Field of the scientific thesis: development of business partnership influenced by internal and relationship marketing.

Aim of the scientific thesis: to determine the development of business partnership influences by internal and relationship marketing.

In order to achieve the aim of the research thesis the following tasks have been raised

1. To analyse theoretical aspects of business partnership.
2. To produce conceptual framework of internal and relationship marketing by revealing their inter-relation.
3. To find out what is the impact of internal and relationship marketing on partnership development by preparing theoretical model which would reveal the relation and influence of it.
4. To analyse the empirical level of research of the influence of internal and relationship marketing on business partnership.
5. To do an empirical evaluation of the theoretical model of business relationship development based on internal and relationship marketing and determine the influence of internal and relationship marketing on business relationship development.

Methods used in the scientific thesis and research:

• *Analysis of scientific literature* (problem analysis) and *comparison analysis* were used trying to reveal and specify the conceptual validity of business partnership,

which will enable to link the researched service marketing theories (internal and relationship marketing) together and will determine their influence on the process of creation and development of business partnership.

- *Comparison of statistical data and case analysis* is used to investigate business partnership creation and development processes in companies of different sectors with aspects to practical hypothetical applicability of business partnership on the basis of the development of internal and relationship marketing taking into account influence of various factors and importance dimensions.

- *In-depth interview*. This method was used to reveal the peculiarities of internal and relationship marketing of companies of different sectors and their importance creating and maintaining relationship with partners.

- *Questionnaire survey*. This method was used to reveal the influence of different internal and relationship marketing elements used for business partnership in companies of different sectors through the prism of internal company employees.

Research level of the problem: most often Lithuanian scientists analyse theoretical aspects of business partnership as relationship maintenance and collaboration method (Bagdonas, 2000; Bagdonas, Bagdonienė, 2000; Bagdonas, Kazlauskienė, 2000; Nakrošis, 2007; Raišienė, 2008 and others), while foreign authors (Geşicka, 1996; Barlow, Jashapara, 1998; Tipler, 2005; Harnesk, 2004; Draft, 2000; Douglas, 2009; Wallace, 2004 and others) this inter-organizational collaboration is studied in the aspect of relationship which ensures more effective business practise.

Business partnership, as relationship between different type companies, establishment is revealed by using various partnership forms and types generalization and differentiation. Scientists state that each partnership or any other form of interaction between different organizations is characterized by different traits and is based on different level of integration into general business activity (Webster, 1992; Lambert, Emmelhainz, Gardner, 1996, 1999; Nakrošis, 2007; Raišienė, 2008; Grundey, 2002; Bushman, 2008; Raipa et al. (2007), Beazley, Smith, 2009; Mark P. Keightley, 2013; Beckman et al. 2004; Xia, 2011 and other authors).

In scientific literature (Tate, 1996; Roussos, Favvcett, 2000; Corbett, Blackburn, Wassenhove, 1999; Jaafar, Rafiq, 2005 and others) emphasize causality of partnership

formation through participation which is mostly associated with gaining relative advantage by using favourable access to partner's assets or other possible benefits. Distinguishing reasons for partnership formation allowed to formulate the process of partnership formation and development. The diversity and complexity of distinguishing the right steps is reflected in scientific works (Ellram, 1991; Spekman, Forbes, Isabella, Macavoy, 1998; Christopher, Juttner, 2000; Dent, 2000; Sirmon, Rana, Kostishack, 2002; Varis, 2004; Bensaou, 1999; Sengsouvanh (Sukley) Soukamneuth, 2007; Knoppen, Christiaanse, 2007; Trim, Lee, 2008; Chao, 2011; Dacin, Hitt, Levitas, 1997; Cavusgil, Evirgen, 1997; Claus Traeger, 2003).

The conception of internal marketing, concept analysis and initial insights were reflected in a lot of academic literature (Barnes, 1984, 1989; Berry, 1981; Collins, Payne, 1991; Gronroos, 1981, 1984, 1985; Piercy, Morgan, 1991; Piercy, 1995; Reardon, Enis, 1990; Christopher, Payne, Ballantyne, 1991; Rafiq, Ahmed, 2003; Varey, 1995; Ballantyne, Christopher, Payne, 1995; Hogg, Carter, Dunne, 1998; Varey, Lewis, 1999; Ballantyne, 1997, 2000, 2003; Gummesson, 1987; Harari, 1991; Harrell, Fors, 1992, 1991; Foreman Money, 1995, 1993 and other authors).

Scientists who analysed main goals and activity of internal marketing emphasize programs of personnel management (using elements of internal marketing) aiming to improve activity with external participants and quality of services (goods) supply to increase productivity of the company and to better meet external client needs (Gronroos, 1990, 1994; Varey, Lewis, 1999; Damulienė, 1996; Dunne, Barnes 2000; Gilmore, Carson, 1995; Ewing, Caruana, 1999; Varey 1999; Gummesson, 2003; Vitkienė, 2004; Kotler, Keller, 2007; Sinčić, Pološki Vokić, 2007 and others).

Effective implementation of internal marketing elements is directed to company employees (internal clients) in order to ensure better quality of external activity by covering consumer needs as well as stakeholder relations. So satisfying needs of employees requires exceptional marketing complex that is analysed by Gilmore, Carson, 1995; Damulienė, 1996; Kindurys, 1998; Rafiq, Ahmed, 2000, 2001, 2002; Payne, Christopher, Ballantyne, 2005; Foreman, Money, 1995 and others.

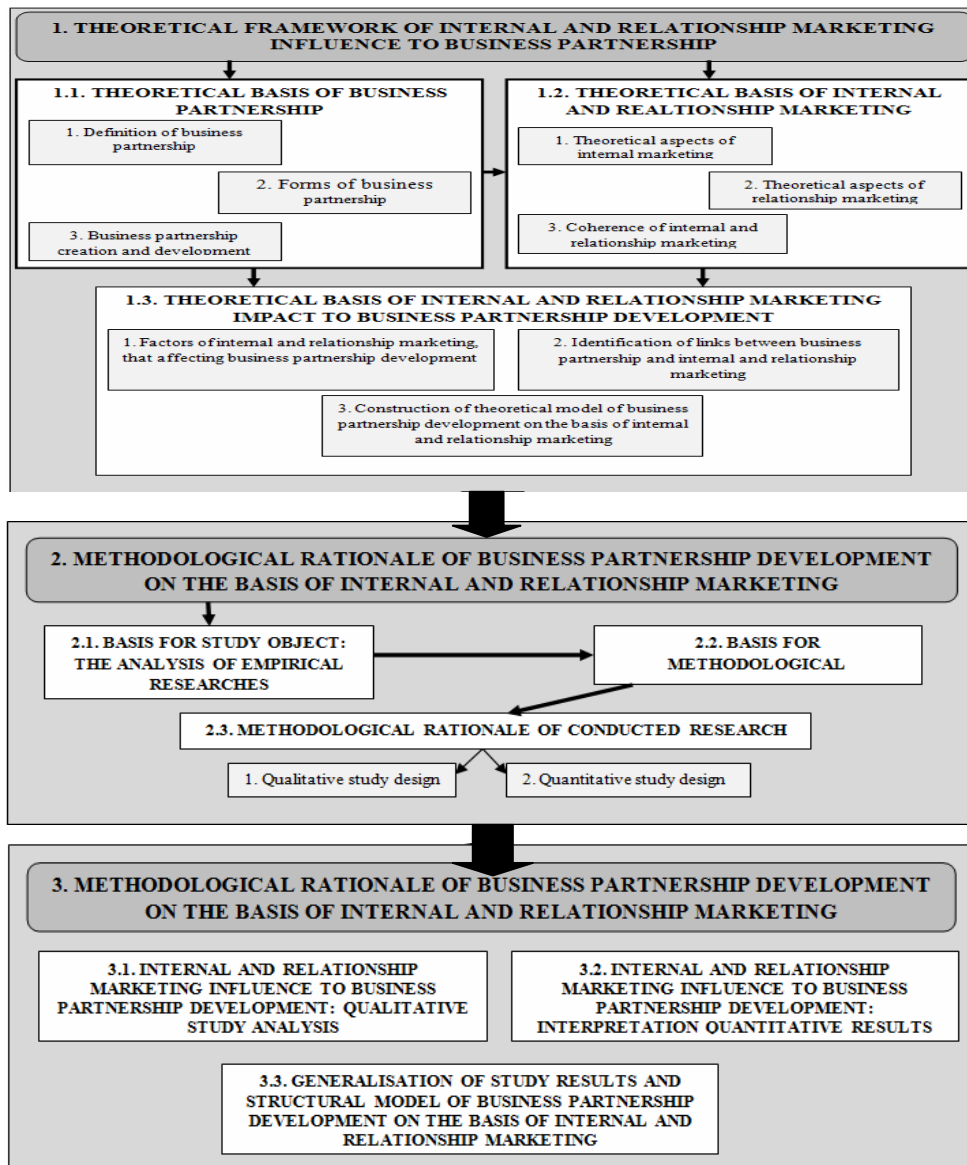
Company's relationship with internal and external business participants is reflected by the concept of relationship marketing which integrates relationship with

subjects, their goals and interaction (Christopher, Payne ir Ballantyne, 1991; Morgan, Hunt, 1994; Wilkinson, 2008 and other authors).

Analysis of the concept of relationship marketing showed that in the beginning of the development of relationship marketing it was oriented to simple long-term profitability development and mutually beneficial relationship between the organization and its target audients (clients). While present-day scientists (Berry, 1983; Jackson, 1985; Porter, 1993; Kinnear et al., 1995; Morgan, Hunt, 1994; Christoper, Payne, Ballantyne, 1991; Gronroos, 1994; Solomon, Stuart, 1997; Kotleris, 1999; Boone, Kurtz, 2001; Gummesson, 2002 and other), describe relationship marketing by including relationship establishment and development between organization and its clients, organization and its employees, organization and other external participants.

Problematicity of impact of internal marketing and internal communications with external business participants (partners) and specific disclosure of these aspects is reflected in the analysis of few authors (Ryu et al., 2009; Vanichinchai, 2012; Lockamy, McCormack, 2004; Wallance, 2004 and others).

Despite big interest in these three concepts it is worth mentioning that in the literature that was analysed business partnership development was never expressed through internal and relationship marketing neither on theoretical nor empirical level. There were detected only some hints of internal and relationship marketing influencing the development of relationship with partners, although it wasn't reflecting overall potential of operation and implementation of the system of these three concepts. So, by analysing concepts of three different disciplines – internal, relationship and business partnership – scientific problematicity is formulated based on the lack of scientific research of the combination of these theories together and the lack of analysis of using all those three concepts in one system. As there were very little practical research and theoretical analysis based on this aspect found, the necessity to combine these concepts arisen. This would help companies to direct their marketing policy to external relationship with partners though the link of relationship marketing by showing their impact, seeking mutual business partnership and relationship development between companies. Structure of the scientific thesis. Logical thesis structure is provided in Figure 1.



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Figure 1. Logical thesis structure

PhD thesis consists of three parts. The theoretical part of the thesis examines key aspects of concepts of business partnership, internal and relationship marketing, a thorough analysis of which allowed the main presumptions referring to merge of these concepts into a single system to be presented. The aspects of interface between internal and relationship marketing have been discussed, structured stages of the partnership building and development process have been presented revealing a generalised model of partnership building and development. A thorough review of the literature carried out in this part of the thesis resulted in a theoretical model of business partnership development on the basis of internal and relationship marketing.

Carried out empirical research related with business partnership and its development have been assessed and discussed in the second part of the work. A lot of factors have effect upon the development of business partnership, hence it has been aimed to define and analyse more carefully factors which are related with internal and relationship marketing in order to find out what research methods are possible to be applied to ascertain the possibilities of the development of business partnership on the basis of internal and relationship marketing. In this part a comprehensive methodological justification of the research, the constitution of instrumentation of the research, logical structure of the research when the most suitable methodological approaches have been chosen and applied, are presented.

On the basis of information collected and systematized in theoretical and analytical parts of the thesis, results of the research which demonstrate the links of a theoretical model, their intensity and refer to brought hypothesis to be supported are revealed in the third part of the thesis. Moreover, an empirically tested theoretical model of business partnership development on the basis of internal and relationship marketing, which shows the impact of separate components of internal and relationship marketing on the development of business partnership and intensity of the components.

Sources used in the thesis. The theoretical part of the thesis is mainly based on scientific works, empirical studies of foreign and Lithuanian authors, related with making concepts of business partnership, internal and relationship marketing refined. The information presented in articles and found on the Internet due to being novel, systematised and graphic is used for practical assessment and observation.

Scientific novelty of the research. On the basis of a scientific literature review, common provisions of integration of business and relationship marketing and its impact on business partnership building and development have been systematised and generalised, and the main factors of internal and relationship marketing that help to ensure successful maintenance of relationships between partners are distinguished in the thesis. After scientific as well as other literary sources have been examined and systematised, a theoretical model of business partnership development on the grounds of internal and relationship marketing, which encloses the main elements of the link between internal and relationship marketing showing their impact on the development process of business partnership, has been established. A theoretical model has been

applied after its elements has been assessed empirically. The assessment shows not only the intensity on the impact of all links but also considers application possibilities of the model in real service companies. The application of a theoretical model of business partnership development on the grounds of internal and relationship marketing gives an opportunity to assess the condition of internal and relationship marketing elements and their impact both, on the process of business partnership building and development and its stages in any company, where collaboration-based activity is carried out.

Theoretical significance of the work:

- A generalised model of the development process of business partnership is presented;
- Opportunities of business partnership development through two separate theories of inside and relationship of service marketing the significance of which is grounded on their internal coherency and inseparability are introduced;
- Interrelations between internal and business marketing which are important for the development of business partnership to be disclosed are discovered;
- A theoretical model of business partnership development on the grounds of internal and relationship marketing is prepared.

Practical significance of the thesis:

A presented theoretical model of business partnership development on the grounds of internal and relationship marketing enables:

- To distinguish the main factors of internal and relationship marketing that have impact on the development of business partnership;
- After a quantitative analysis the impact of separate factors of internal and relationship marketing and intensity of these factors for the development of business partnership has been determined;
- Impact of factors of internal and relationship marketing taken by a company on business partnership and its development has been identified;
- Taking a developed theoretical model of business partnership development on the grounds of internal and relationship marketing, meaningful correlations with regard to management practices has been defined. These correlations commit to integrally

solve problems of business partnership development enclosing constituents of internal and relationship marketing;

- An original questionnaire that could be used by employees of the Human Resources department to evaluate the efficiency of the application of internal marketing elements inside the relationship and quality externally has been compiled. The questionnaire can also be used to determine the impact of the factors on further business development building relationships with partners.

- Theoretical and practical analysis of business partnership development, internal and relationship marketing, relations detected and generalisations presented in the work enable policies of company internal and relationship marketing to be improved to make business partnership relationships better.

1. THEORETICAL ASPECTS OF BUSINESS PARTNERSHIP ON THE BASIS OF INTERNAL AND RELATIONSHIP MARKETING

Throughout several decades a lot of companies in the whole world have reorganised their business by dramatic means simply moving from traditional vertical form of integration to a more simple and flexible hybrid organisational form (Powell, 1987). These new organisational forms are grounded on collaboration and close partnership ties between independent organisations.

According to many reviewers, partnership (Section 1.1. „Theoretical aspects of business partnership“) might be understood as a programme which reveals how to manage company’s working relations based on joint problem solving between various „partners“ that create results beneficial for all. Theretical analysis reveals that in order to effectively establish activity of relations between partners and properly direct joint capabilities, as A. Douglas (2009, p. 195) argues, certain working dimensions are required: mutual commitments to strive for aims and objectives; mutually useful results; clarity of roles; cultural conformity; attention to quality and novelties; open collaboration; mutual trust and respect.

All these dimensions enclose generalised features of partnership concepts provided by different authors, hence it can be claimed that aspects of partnership investigated by all authors are significant when establishing relations based on partnership.

Analysed scientific literature shows that the main factors that determine partnership relations to be established, managed and long-term results to be achieved, are a long-term perspective. There should be processes such as joint conflict and problem solving, new implementation and development of modern technologies, open and continuous communication based on trust, reliability of information and its exact transmission, use of shared resources ensuring broader business opportunities, inclusion of staff activities into process of decision making and implementation, introduced.

Many analysed scholars think that each form of partnership or other interaction between several business units have different and characteristics particular only for itself and is based on the aim to achieve a different level of integration. Hence specialists considering partnership as an interorganisational interaction define that it can occur as a structure of different forms referring to business activity which is dependant on business nature of involved partners and number of partners; types of participating individuals (natural persons or legal persons); set aims and benefit intended to achieve to develop joint activities; business units where they play a role of socio-economic situations.

The analysis of stages of partnership building and development as provided by different authors, a conclusion might be made that the main stages of partnership building and development are: determining aim and profile of partnership, search for partners, partner selection, negotiations, concluding a contract of partnership and finally development of partnership relations, which enclose certain joint activities based on reliance, commitment and collaboration.

After theoretical aspects of business partnership were analysed and the main constituents of its building and development were defined, theoretical aspects of internal and relationship marketing have been examined (Section 1.2. „Theoretical aspects of internal and relationship marketing“), which in further analysis are used to show the coherency of the concepts.

The concept of internal marketing has been evolving for a long time and has revealed different opinions of authors and research areas related with this concept. The concept of internal marketing is analysed including perspective of strategies, marketing perspective and perspective of Human Resource management that according to Tsai, Yafang; Wu, Shih-Wang (2006) form the basis for the concept of internal marketing and fields of analysis in scientific literature. Thus, considering main fields and elements of

business marketing analysis, it can be argued that internal marketing is internal actions of a company directed at constant incentive, motivating, edification of company employees, seen as internal clients of a company, to involve them into company activities with external business entities.

According to Ahmed and Rafiq (2003), the main objectives of internal marketing might be achieved on the grounds of employee involvement and satisfaction with work which determine the degree of employee participation in business activities and ensure commitments to a company. As Lawler et al. (1992) claim, employee involvement can be affected using three main dimensions: dissemination of information, level of knowledge and constant development, reward and motivation systems and power-sharing.

The concept of internal marketing shows that integrity within the organisation which is achieved through employee commitment and involvement is an inseparable part of internal policies of each company. Employees as internal customers having satisfied their needs can be called a part of company activity, relate personal intentions and common goals of a company which results into all actions of a company and involved employees aimed at implementation of a shared strategy considering building and development of a joint activity of internal and external participants based on continuous intercommunication and instilling of shared values.

According to Th. Henning-Thurau et al. (2002), nowadays the concept of relationship marketing requires much attention due to increasing competition, complexity and significance of building relationships with external business participants. Thus, in the context of research carried out by authors the main aspects of relationship marketing include:

- Building, development, maintaining and, when necessary, termination of of long-term mutually beneficial relationships between company and clients and other interested parties;
- Development of relationships to satisfy customer needs to create higher value;
- After customer needs are satisfied through higher value creation or quality ensurance customer loyalty might be achieved.

Relationship marketing forms firm, long-term economic, social and technical relations between parties – business parties that want to achieve a common goal and get benefit. The main relationships under the concept of relationship marketing are grouped into internal (company employees) and external (users, business partners, and representatives of financial groups). Relationships might be built and developed on the grounds of three dimensions: reliability, commitment and mutuality. Though it is clear that these dimensions are combined into a single system though there are no thoroughly distinguished and examined instruments and means that help to implement them each separately and as an integral common system. Internal actions of a company which are aimed at insuring long-term building and development of relationships between partners remain an especially significant question.

Hence, internal relationships which are one of the components of business marketing and internal marketing means that can ensure them demonstrate the relation between concepts and their operation within one common system. Internal and business marketing are related through employee relationships and stimulation of involvement into company business that are achieved when means used in internal and relationship marketing are combined. One of the components of business marketing are communication inside the company (internal communication) which reflect communication between employees and company as well as functional subdivisions, and these are best ensured through internal marketing and systemic application of its elements. So internal marketing has a direct impact on employees and maintaining relationships with them which allows to develop more successful relationships with external business participants.

Only properly implemented internal marketing helps to make employees more related with a company involving them into a common system the basis of which is actions of internal and external participants aimed to achieve mutual goals through company atmosphere built on the grounds of respect and openness and implemented common values. Atmosphere of employee and company inside allows the company to better meet expectations of users and the current or future partners which helps to ensure further relationships with partners to be developed and maintained successfully and efficiently (Section 1.3. „Conceptualisation of impact of internal and relationship marketing on the development of business partnership“).

Most of the scientific literature relate partnership with initiatives of company changes, thus, demand for implantation of changes is the primary factor stimulating the establishment of partnership. In many companies bound by partnership relationships programmes of changes include:

- Stimulation and ensurement of employee involvement;
- Activity of Human Resource management with high committment (S. Oxenbridge, W. Brown, 2002).

As Vanichinchai (2012) argues the real process of partnership building and development must start with development and combination of internal functions that results into achieved external integration between business partners. Thus, the analysis of employee involvement and participation in business activity must be a constantly considered problem to ensure effective partnership activity with partners (Halldorsson et al., 2008).

Hence, a theoretical analysis of the concept of relationship marketing allows to argue that company relations based on partnership is a constituent of relationship marketing. As many authors relate relationship marketing and internal marketing with and consider it as the performance of a common system within the company aimed at one common goal, i.e. to satisfy consumer needs, it shows that effective building of business partnership and relationship development might be achieved through internal marketing which is referred to through relationship marketing reflecting building relationships with employees and the significance of the activity for partnership development.

So taking possible theoretical insights of business partnership on the basis of internal and relationship marketing into consideration, constituents of internal marketing (employee involvement, training, delegation, motivation and communication), their relations and dimensions of business partnership development (reliance, commitment and communication) are linked via promotion of relationship marketing with common values into a common theoretical model which reflects possibilities to develop business partnership in terms of internal and relationship marketing (Figure 2).

In oder to test the presumptions having emerged and developed after theoretical analysis, such hypothesis are formulated:

H1 – elements of internal marketing have impact on employee involvement:

H1a – employee motivation has a positive impact on employee involvement.

H1b – improvement of employee qualification (training) has a positive impact on employee involvement.

H1c – employee communication has a positive impact on employee involvement.

H1d – employee delegation has a positive impact on employee involvement.

H2 – employee involvement into company management has a positive impact on communication between partners.

H3 – process of communication between partners has a positive impact on collaboration.

H4 – employee involvement has impact on stages of business partnership development process:

H4a – employee involvement has a positive impact on cooperation.

H4b – employee involvement has a negative impact on commitment between partners.

H4c – employee involvement has a negative impact on trust between partners.

H5 – common values has an impact on stages of business development process.

H5a – common values positively affects trust between partners.

H5b – common values positively affects commitment between partners.

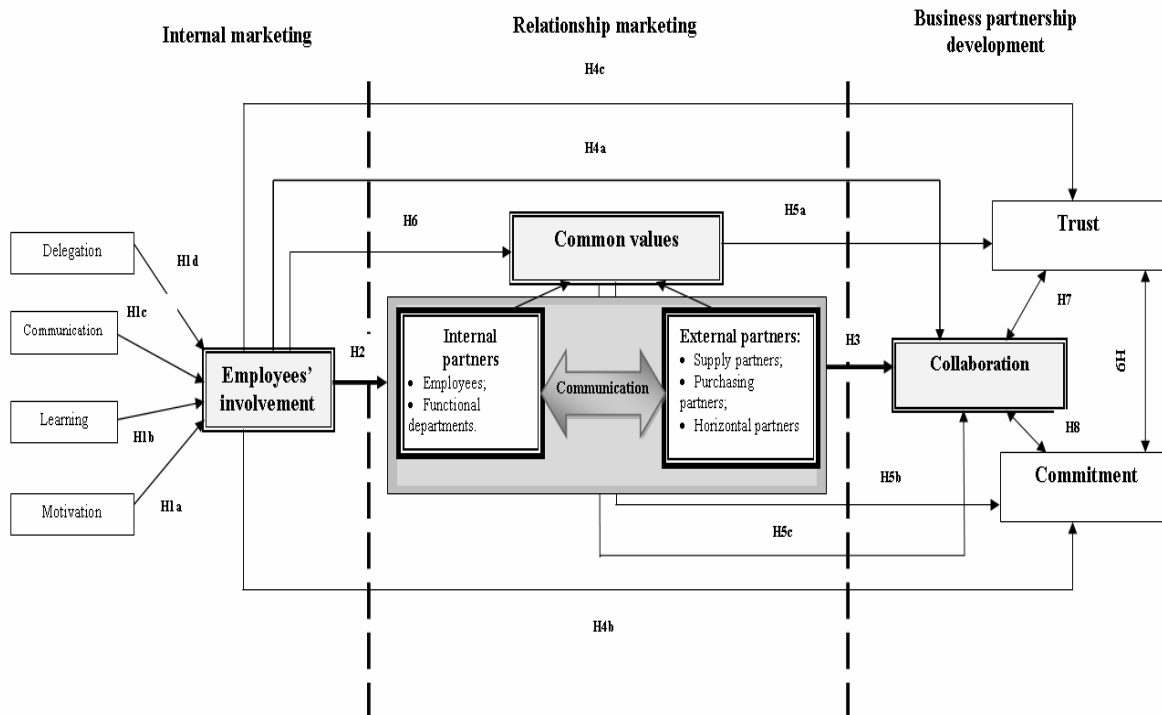
H5c – common values has a positive impact on partner collaboration.

H6 – employee involvement has a positive impact to common values.

H7 – trust positively affects collaboration.

H8 – commitment has a positive impact on collaboration.

H9 – trust has a positive impact to commitment.



Source: created by author.

Figure 2. Theoretical model of business partnership development on the basis of internal and relationship marketing

As Figure 2 shows, a theoretical model of business partnership development on the basis of internal and relationship marketing consists of three parts: internal marketing comprising elements of internal marketing and employee involvement as the essence of the concept; internal and external partners of relationship marketing composed of shared values, and communication as a joint relation both inside and outside the company and business partnership development on the basis of reliance, commitment and cooperation. As relationship marketing is an intermediate connector, it is resolved through building internal and external relationships where external relationships with employees and functional subdivisions are grounded on elements of internal marketing which have impact on employee involvement, and external relationships affect business partnership.

2. METHODOLOGICAL GROUNDING OF AN EMPIRICAL RESEARCH OF BUSINESS PARTNERSHIP DEVELOPMENT ON THE GROUNDS OF INTERNAL AND RELATIONSHIP MARKETING

As K. Kardelis argues (2007, p. 109) each research starts with and develops when both, grounding of a theoretical research and description of its empirical procedures are

enclosed. Thus, a research system which plays three roles (methodological, methodical and organizational) is established. Hence, at first the arguments for the chosen field of research have been introduced (see Section 2.1. “Level of empirical investigation of the development of business partnership on the basis of internal and relationship marketing”). The analysis helped to determine the significance and necessity of the area of investigation and urgency of the research.

Business partnership and its various aspects as well as possible fields have been investigated in the scientific literature by Martinez Lucio, Stuart (2000), Ryu et al. (2009), Guest, Peccei (2001), Tuten, Urvan (2001), Minshall et al. (2008), Raišienė (2008). However, in the scientific literature there are much less of the research which detail partnership development through internal company activities related with employee involvement into common activities (Gowen, Tallon (2006), Vanichinchai (2012), Halldorsson (2008)). According to research carried out by Ackers and Payne (1998), Martinez Lucio, Stuart Taylor (2000), Ramsay (1998), partnership is seen as a secret Human Resource management, one constituent of which is an analysis of employee involvement, and other actions related with Human Resource management.

Research of the analyzed authors have shown that there was not a uniform and all-encompassing research which could show relatedness between internal relationship marketing and the development of business partnership as well as a possibility to supplement to each other. Thus, it can be argued that found research seen building and development of business partnership through certain elements of internal marketing, and only hints allow understanding that relationship marketing is concerned. It is also noticed that there is a relation between commitment and trust, which determine cooperation, and on the implementation of these dimensions relationships with partners are developed. Summarizing research related with the impact of employee involvement on partnership development, it can be argued that a factor of employee involvement as an element of building of relationships with partners is considered under a long-term perspective, and employee hostility might be a reason which adds to these relationships being destroyed. Majority of the authors define that significance of employee involvement for partnership relations, but do not discern factors that help to involve company employees. In such a case research weaknesses and areas of inadequacy that should be specified might be observed.

Hence on the basis of summary of theoretical and empirical insights of business partnership development on the grounds of relationship marketing a separate methodological grounding related with the development of a new methodology to examine an investigated situation and problem (Section 2.2. “Grounding of methodological approaches of the research).

Thus, considering analysis of methodological approaches and suggestions of different authors how they should be applied problematic issues will be solved under a composite strategy of the research, as M. Hammersley (1997), Veronica A. Thurmond (2001) see the essence of the principle as implementation of one method to confirm results of another method of research.

Both, qualitative and quantitative research are applied in the thesis since they will help to make an investigated problem clear and validate data received when one method has been applied by taking results achieved via another research method. Due to theoretical and empirical scientific gaps of business partnership, internal and relationship marketing stressed in a theoretical part and insufficient combination of different theories into one common system, it is very important to determine the area of research and make the most appropriate elements of internal and relationship marketing, which have impact on development of business partnership, clear.

A theoretical model of the development of business partnership based on internal and relationship marketing show an integrity of three concepts and their separate elements. Hence, it is necessary to empirically investigate and base working of the model in practice. Methodology of an empirical research is presented in Section 2.3. “Grounding of an empirical choice of the methodology of business partnership development on the basis of internal and relationship marketing”.

The aim of the research is to determine the strength of the impact of internal and relationship marketing on business partnership development.

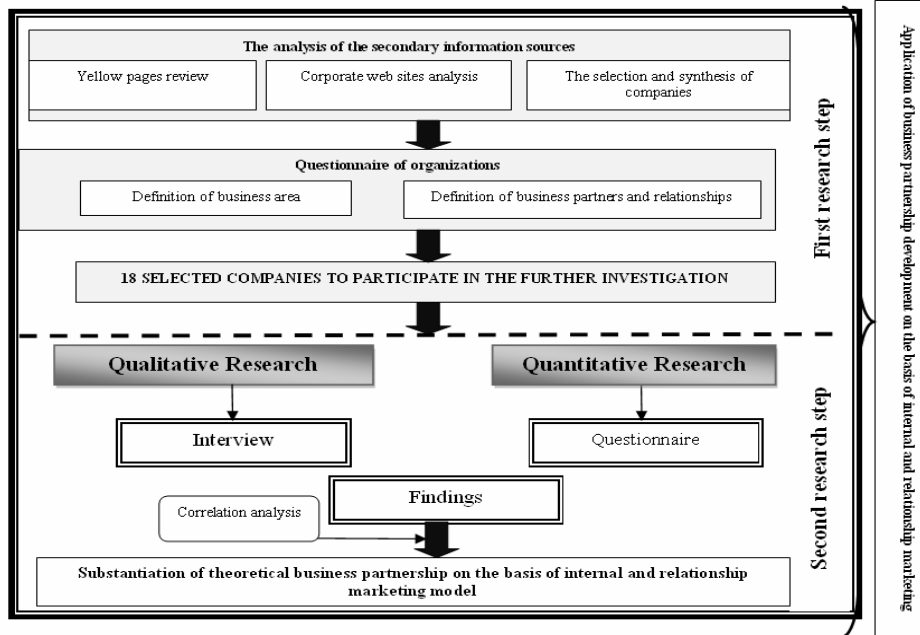
For the aim of the paper to be achieved, following objectives have been set out:

1. To find out companies which take part in the main investigation and their general characteristics via a reconnaissance survey.
2. Through the main research to define:
 - 2.1. Company business partners and development of relationships with them;
 - 2.2. Policies of application of internal and relationship marketing;

2.3. Relations between development of internal, relationship marketing and business partnership;

3. To ground a theoretical model of business partnership development on the basis of internal and relationship marketing.

A logical scheme of organization of empirical research is shown in Figure 3.



Source: created by author.

Figure 3. Logical scheme of organization of empirical research

Empirical research will be carried out under a certain plan which consists of two stages of the research and finally the application of research results which relates to a grounded model of business partnership development on the grounds of internal and relationship marketing.

All companies taking part in a research have been selected after the first stage of the research (a reconnaissance survey) which helped to organize companies according certain criteria, and distinguished companies that wanted to take part in the research.

Second stage of the research helps to define relations of partnership between companies and policies of internal and relationship marketing implemented in their business activities. Primary and the main tools and characteristics of the concepts concerned in the thesis will reflect how employee involvement when development of internal marketing elements both, inside and outside relationships could help to establish relationships with partners. In this stage of an empirical research interviews with

representatives of companies who coordinate and implement activities with partners are taken and questionnaires are carried out to investigate company employees.

III. RESEARCH RESULTS OF BUSINESS PARTNERSHIP DEVELOPMENT VIA INTERNAL AND RELATIONSHIP MARKETING AND THEIR INTERPRETATION

Taking qualitative methodological approach in consideration (Section 3.1.) internal marketing elements applied in companies, employee involvement perspectives, executed relationship marketing policies, related with relationship building, maintenance both, internally and externally and possibilities to develop relationships with partners using various means are presented in the third part of the thesis.

Interview of the companies has demonstrated that employee involvement into company management are rather closely related with a possibility of the development of company activities. Respondents agree that internal communication, employee involvement support and have a strong impact on relationships with partners. Hence, the majority of representatives of companies think that training, motivation, communication and task introduction as well as ensured participation in activities are the most important elements of internal marketing.

Thus, it can be argued that various actions directed at relationship development are used perfectly, and this determines and shows that each employee of a company has a right to be included both, into company internal policy and carried out external activities. Informing of employees and promotion of continuous communication increase internal integration which is related with success of internal integration, thus, it helps to maintain and build trust and responsibility based relationships with partners. This helps employees to express themselves, because information about company activities transmitted by company managers provides an opportunity to be in a process, be always active and provide feedback for a company via work results.

On the grounds of quantitative methodological approach (Section 3.2.) shared regularities of internal, business marketing and business partnership are presented, their interrelations, which helped to refute or confirm a hypothesis, as well as intensity of relations between separate variables, and to ground a theoretical model of business partnership development via internal and relationship marketing, are considered.

Hence, Table 1 presents summarized hypothesis with exact coefficients of correlation and intensity of a relation.

1 Table

Summarized hypothesis

HYPOTHESIS		Coefficients of correlation	Intensity of a relation
<i>H1 – elements of internal marketing have impact on employee involvement</i>	H1a – employee motivation has a positive impact on employee involvement.	0,835	High impact
	H1b – improvement of employee qualification (learning) has a positive impact on employee involvement.	0,786	High impact
	H1c – employee communication has a positive impact on employee involvement.	0,759	High impact
	H1d – employee delegation has a positive impact on employee involvement.	0,842	High impact
<i>H2 – employee involment into company management has a positive impact on communication between partners.</i>		0,776	High impact
<i>H3 – process of communication between partners has a positive impact on collaboration.</i>		0,612	Middle impact
<i>H4 – employee involvement has impact on stages of business partnership development process.</i>	H4a – employee involvement has a positive impact on collaboration.	0,720	High impact
	H4b – employee involvement has a negative impact on commitment between partners.	0,676	Middle impact
	H4c – employee involvement has a negative impact on trust between partners.	0,736	High impact
<i>H5 – common values has an impact on stages of business development process.</i>	H5a – common values positively affects trust between partners.	0,532	Middle impact
	H5b – common values positively affects commitment between partners.	0,441	High impact
	H5c – common values has a positive impact on partner collaboration.	0,518	Middle impact
<i>H6 – employee involvement has a positive impact to common values</i>		0,697	Middle impact
<i>H7 – trust positively affects collaboration.</i>		0,611	Middle impact
<i>H8 – commitment has a positive impact on collaboration.</i>		0,474	Low impact
<i>H9 – trust has a positive impact to commitment.</i>		0,503	Middle impact

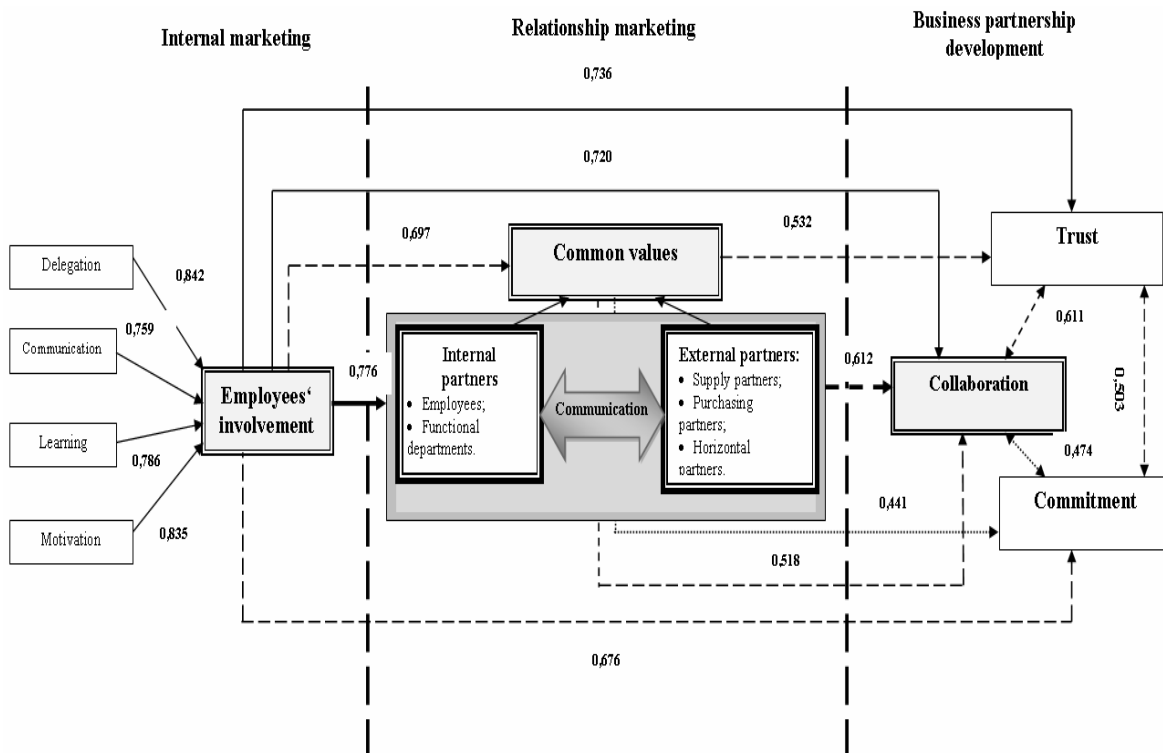
Source: created bu author.

As Table 1 shows, all hypothesis reflecting a theoretical model and enclosing three parts (internal marketing, relationship marketing and business partnership development) combined in a theoretical model have been confirmed. Since a theoretical model is aimed at presentation and determination of possibilities to develop business partnership, thus, it is attempted to consider establishment of these relations via relationships within the company (both, with employees and representatives from the outside). In order to optimize and justify an offered model, general elements of separate constituents of a theoretical model and regularities of their assessment have been analysed reveal their statistically significant interrelations.

Finally, Section 3.3. presents general evaluation of an empirical research when results with carried out empirical research are compared. Specificities and intensity of

relations between variables of a model of business partnership development via internal and relationship marketing have been determined as well.

Data analysis has disclosed results of the impact of constituents of internal marketing (motivation, communication, delegation and training via employee involvement) and relationship marketing (internal and external relationships and shared values) on the development of business partnership, which, testing the hypotheses formulated, showed that all nine hypothesis have been confirmed, though their impact differs.



Source: created by author.

Figure 4. Model of business partnership development via internal and relationship marketing, based on intensity of impact

Figure 4 presents a model of business partnership development via internal and relationship marketing, based on intensity of impact of shown relations on separate constituents.

Also it is worth mentioning that certain regularities which have been considered in the thesis neither theoretically nor empirically have been found.

These identified dependences might be a perfect field of future investigation during which it will be aimed to include and ground the whole model operation

considering company size on the basis number of employees, number of partners, even different fields of activity companies are dependent on. Confirmation of these variables and identified tendencies require more thorough research on both, theoretical and empirical level, because tendencies detected in the research might be significant and help to determine certain areas of disjuncture dependent on company activities and their characteristics and operating environment. Thus, these remarks might be purposive and useful to expand the complexity of a theoretical model in the future, on the basis of not only a theoretical analysis but empirics.

Results of the research are interpreted in a managerial sense – organisations can apply the model internally as a successful systemic tool to ensure company possibilities of development and combine internal and external activities. It might be argued that an offered model of business partnership development via internal and relationship marketing is essential to maintain and develop successful relationships between partners when constituents of internal marketing and relationship marketing have impact on mentioned relationships – an offered model would ensure development and consistency of quality of relationships with partners.

Successfully functioning model of business partnership development via internal and relationship marketing would have a prominent impact on building, managing and developing company relationships with partners: the number of conflict situations would decrease, work quality of employees of both companies would improve, mutual obligation and trust would emerge, cooperation would improve.

CONCLUSIONS

1. After theoretical insights regarding business partnership has been summarized, the following conclusions have been drawn:

a) In the most general sense partnership is seen as shared activities, power, commitments, resources and responsibility of two or more business units to achieve a common goal. The main factor which determines business partnership building and effective development is a long-term perspective which relate to processes such as solving of problems and conflicts together, open and continuous communication based on reliance, reliability of the information and its accurate transfer, use of mutual resources to ensure broader possibilities of activities, are implemented.

b) Under the level of integration and perspective of investigation partnership structures are organized into different types and kinds with regard to institutional, social or local perspective. Hence, established relationships are in many cases different because of business nature of partners and number of partners, types of participating persons, goals having been set and benefit being sought, socio-economic situation. The degree of relationships and form between partners are in a constant change being dependant on intensity of the concept which is determined by increase of the volume of shared resources, level of mutual trust.

c) Continuous communication between partners provides with emotional affection based on trust and constant attempts to work together. The main stages of the process of business building and development are determination of the profile and aim of partnership, search for partners and partner selection, negotiations, concluding a contract of partnership and finally development of partnership relations. However, building of cosmopolitan and open relations need much time when established relations are built and developed through trust, commitment and collaboration being invoked.

2. Theoretical aspects of internal and relationship marketing demonstrate the integrity of the concepts and ability to operate in a common system. Scientific theoretical analysis of the concepts show that they are combined into a single system, though it is necessary to stress that internal activities of a company that might be aimed at ensuring long-term building and development of relationships with partners are not considered in many cases. Hence in the thesis the coherency of the concepts is determined under main constituents of internal and relationship marketing.

a) The concept of internal marketing is dealt with when the perspective of strategies, marketing perspective and perspective of Human Resources management, which constitute the essence of internal marketing concept and areas of analysis in the scientific literature, are enclosed. Thus, with regard to main areas of internal business analysis it can be argued that internal marketing is internal actions of a company directed at constant incentive, motivating, and edification of company employees, seen as internal clients of a company, to involve them into company activities with external business entities.

b) Relationship marketing establishes firm, long-term economic, social or technical relations between parties – business participants that want to achieve a

common goal and get benefit. Under the concept of relationship marketing the main relationships are organized into internal and external. Relationships might be built and developed on the grounds of three dimensions: reliability, commitment and mutuality.

c) To determine the integrity of concepts of internal and business marketing, levels, elements and all actions aimed at developing of internal relationships though main provisions of the concept of relationship marketing which help to develop relationships have been included. Internal relationships, which are one of constituents of relationship marketing, and elements of internal marketing which are able to make them certain show these concepts being related and operating in a single system. Internal and relationship marketing is interrelated through employee relationships and stimulation of involvement into company business. One of the constituents of relationship marketing is relationships inside the company (internal relationships) which reflect relationships between employees and the company as well as functional subdivisions. Hence internal marketing is directly has a direct impact on employees and maintenance of relationships with them which results in a more effective development of relationships with external business partners.

3. Considering theoretical analysis of business partnership development on the grounds on internal and relationship marketing a single theoretical model consisting of three parts including the analysed concepts was established:

a) constituents of internal marketing which enclose the main elements of internal marketing (training, delegation, motivation, and communication) and the main objective of this concept – employee involvement which can be achieved when elements of internal marketing are implemented systematically and successfully.

b) relationship marketing consisting of shared values, internal and external partners and communication as a joint relation both inside and outside the company. Since relationship marketing is an intermediate connector it is resolved through building internal and external relationships where external relationships with employees and functional subdivisions are grounded on elements of internal marketing which have impact on employee involvement, and external relationships affect business partnership.

c) dimensions of business partnership development: reliance, commitment, collaboration which are affected by employee involvement, shared values, communication, depicted as a continuous process from inside to outside of the company.

4. The analysis of empirical research referring to business partnership development on the grounds of internal and relationship marketing has demonstrated three main perspectives of the research of business partnership:

a) Trust and commitment as dimensions of partnership development are highly investigated by various scientists in literature, though impact of internal workers on their action has not been clearly determined. It has been noticed that when joint activities with partners are executed trust and commitment have impact on long-term collaboration, which finally ensures improved results of the activity.

b) The factor of employee employment as an element of development of relationships with partners is considered in a long-term perspective, and employee hostility might be the reasons why these relationships are destroyed. Many authors stress the significance of employee involvement into partnership relationships though do not determine factors which help to involve company employees.

c) Partnership has also been investigated as an inter-organisational form of shared activity of a company. The research has shown that asymmetric partnership is not effective in organizational activities. It has also become evident that problems of partnership management between companies of different operating time and size might be solved via learning from others' experience. It has also been found out that communication and dissemination of information, constantly developed dimensions of partnership and indices of usefulness of mutual activity play the main role in building relationships of partnership.

5. With regard to the results of the empirical research, regularities of evaluation of variables of a theoretical model of business partnership development developed on the grounds of internal and relationships marketing have been discerned. General evaluations of variables of the model confirm possibilities to develop business partnership through internal relationships marketing:

a) Hence, H1 hypothesis claiming that elements of internal marketing have impact on employee involvement has been confirmed because calculated relations between internal marketing elements support theoretically based presumption that training (0,786, ($p < 0,01$)), motivation (0,835, ($p < 0,01$)), delegation (0,842, ($p < 0,01$)) and communication (0,759, ($p < 0,01$)) has impact on employee involvement. Hence, in conclusion it might be argued that the more efficient applied internal marketing elements

are in employees' opinion, the more employees are involved into company management and the more they feel as an inseparable part of a company.

b) There is a strong positive and statistically significant relationship (0,776, ($p < 0,01$)) between employee involvement into shared activities of a company and communication with business partners, hence, it might be argued that the more employees are involved into company activities, the more successful, efficient and of higher quality communication with business partners will be. Thus, it might be claimed that H2 referring to employee involvement into company management as having a positive impact on communication between partners has been confirmed.

c) There is a positive moderate relationship (0,612, ($p < 0,01$)) between communication with partners of a company and communication as one of dimensions of partnership development which suggests that increase in communication between partners makes a level of partnership grow as well. However, their impact on each other is not as strong as in a case of strong correlation between variables. Thus, it might be claimed that H3 relating to communication between partners as having a positive impact on collaboration has been confirmed.

d) After the impact of a polyaspect hypothesis including employee involvement on separate dimensions of business partnership (trust (0,736, ($p < 0,01$)), commitment (0,676, ($p < 0,01$)), and collaboration (0,720, ($p < 0,01$)) statistically successful relationships have been determined, thus, it can be stated that H4 referring to employee involvement as having impact on stages of a process of business partnership development has been confirmed. This shows that there is a strong positive relation between employee involvement into company management and mutual trust of partners, which suggest that increase of employee involvement is related with increase of trust between partners. Considering stages and actions of employee involvement and partnership development which help to ensure long-term successful shared activities, it has been noticed that relation between employee involvement and trust has the strongest positive correlation when dimensions of partnership development are involved.

e) Hence, H5 related with shared values as having an impact on stages of business development process has been proved since mediate statistical relations between shared values and trust (0,532, ($p < 0,01$)) and collaboration (0,518, ($p < 0,01$))

and a statistically weak relation between shared values and commitment (0,441, ($p < 0,01$)) have been identified.

f) Employee involvement is also associated with shared values because there is a statistically significant moderate relationship (0,697, ($p < 0,01$)) between these constituents, thus, it can be claimed that H6 suggesting that trust positively affects collaboration has been confirmed. This shows that the more employees are involved into company activities, the easier is to establish shared values both within the company and with companies – partners.

g) A carried out analysis of an empirical research allows to argue that dimensions of partnership development are interrelated, there is a different level of impact speaking about significance of impact of trust, commitment and collaboration on each other, thus, it can be argued that H7 suggesting that commitment has a positive impact on collaboration has been confirmed since a moderate positive relation (0,611, ($p < 0,01$)) between these dimensions has been identified. Hence, increase in trust can ensure partnership development through collaboration. H8 referring to commitment as having a positive impact on collaboration has also been confirmed because a weak positive relation (0,474, ($p < 0,01$)) between commitment and collaboration has been defined. Finally, it has been noticed a statistically significant moderate positive relation (0,503, ($p < 0,01$)) between trust and commitment, hence, H9 related to trust as having a positive impact on commitment has been confirmed. In such a case it can be argued that partnership development through three dimensions presents itself via interrelation of three dimensions.

6. In conclusion it can be claimed that application of the model of business partnership development via internal and relationship marketing can determine tendencies of internal and external relationships and help to efficiently and systematically combine internal and external factors. It can be also seen as a tool to secure possibilities of external relationship development. Successfully functioning of a model of business partnership development via internal and relationship marketing might be rather influential in building, managing and developing company relationships with partners: there would be less conflict situations, work quality of employees of both companies would improve, mutual commitments and trust would emerge, and collaboration would improve. Hence, an offered model is important and efficient to

develop and maintain relationships with partners when impact of constituents of internal marketing and relationship marketing is evident – an offered model would ensure stability and development of the quality of relationships with partners.

DAKTARO DISERTACIJOS SANTRAUKA

IVADAS

Temos aktualumas ir jo sprendimo būtinumas: Keičiantis situacijai rinkoje, kintant ekonominėms sąlygoms bei didėjant konkurentų skaičiui, įmonės turi stengtis išlaikyti savo padėtį tiek užtikrinant kokybę, tiek plečiant savo veiklą. Todėl įmonės vis dažniau siekia savo padėtį rinkoje užsitikrinti tarporganizacine sąveika. Visi šie tarporganizacinių santykių pokyčiai leidžia įmonėms suprasti ir įvertinti naujai atsiveriančias galimybes įgyti konkurencinį pranašumą per sukurtą, pasitikėjimu ir bendradarbiavimu grįstų santykių, kūrimą ir plėtrą tiek įmonės viduje, tiek ir už jos ribų. Nauji tarporganizaciniai santykiai grįsti partnerystės sukūrimu įtraukia tokias vertes kaip pasitikėjimas, įsipareigojimas, bendradarbiavimas, susietumas, kurie, šiuolaikinio verslo sąlygomis, tapo neatskiriami nuo įmonių veiklos. Taigi partnerystės sukūrimui būtina ne tik lanksti ir nepertraukiama komunikacija, kuri yra vienas svarbiausių veiksnių užtikrinančių santykių tarp partnerių sėkmę, tačiau yra svarbu nuolat sieti abiejų partnerių darbuotojų įtraukimo lygį, žinias, kompetencijas, sėkmingas motyvacijos politikas, kurios tenkintų darbuotojų poreikius, o darbuotojai savo ruožtu galėtų jaustis įmonės dalimi ir sieti savo ir įmonės keliamus tikslus (tiek individualiais, tiek veikiant kartu su partneriais).

Bendras santykių sukūrimo ir vystymo traktavimas įmonėse gali būti atskleistas per vidaus santykių (darbuotojų) ryšius, bei išorės santykius su verslo partneriais. Tokiu atveju, galima kalbėti apie verslo partnerystės vystymą pasitelkiant vidaus marketingo ir santykių marketingo susietumą bei sėkmingų ir efektyvių darbuotojų atrankos, motyvavimo, bei įtraukimo į įmonės valdymą diegimą ir planavimą organizacijose.

Aktuali ir inovatyviu darbo aspektu galima laikyti požiūrį, kuriuo mėginama surasti ir įrodyti vidaus ir išorinių santykių bei veiklų susietumą ir tarpusavio ryšį. Nors įvairūs mokslininkai bando išaiškinti ir ištirti vidaus marketingo objektų (darbuotojų) įtaką ir galimą poveikį išorinių santykių sėkmei, tačiau nėra tiksliai teoriškai ir empiriškai apibrėžta ir moksliai pagrįsta vidaus marketingo įtaka santykių marketingo objektui – verslo partnerystei. Nors daugumos mokslininkų teoriniuose ir empiriniuose

tyrimuose partnerystė ir jos vystymas nagrinėjamas kaip santykių palaikymo ir bendravimo būdas, siekiant įgyti konkurencinį pranašumą, tačiau nėra pripažintos ir mokliškai pagrįstos, verslo partnerystės vystymo, pasitelkiant atskiras vidaus ir santykių marketingo dedamasias, sisteminės modeliavimo metodikos, kurios organizacijos santykių plėtrą pagrįstų tiek vidaus, tiek išorės dalyvių indėlio ir pajėgų susietumu. Todėl būtina pateikti inovatyvų, atskirai visų nagrinėtų koncepcijų teorijas atspindintį, verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinį modelį, kuris leistų nustatyti atskirų teorinių elementų tarpusavio ryšį ir veiksmingumą bendroje sistemoje, atsižvelgiant į visus, santykių su partneriais vystymą lemiančius veiksnius.

Problemos ištyrimo lygis: Verslo partnerystės teoriniai aspektai Lietuvos mokslininkų dažniausiai yra nagrinėjami kaip santykių palaikymo ir bendradarbiavimo būdas (Bagdonas, 2000; Bagdonas, Bagdonienė, 2000; Bagdonas, Kazlauskienė, 2000; Nakrošis, 2007; Raišienė, 2008 ir kiti autoriai), kai tuo tarpu užsienio autoriai (Gešicka, 1996; Barlow, Jashapara, 1998; Tipler, 2005; Harnesk, 2004; Draft, 2000; Douglas, 2009; Wallace, 2004 ir kiti autoriai) šią tarporganizacinę bendradarbiavimo formą nagrinėja paliesdami santykių, užtikrinančių efektyvesnę veiklą formą.

Verslo partnerystės, kaip santykių tarp skirtingo tipo įmonių, užmezgimas, atskleidžiamas pasitelkiant skirtingus partnerystės formų ir tipų apibendrinimus bei jų išskirtinumus. Mokslininkai teigia, jog kiekviena partnerystės ar kitos sąveikos tarp skirtingų organizacijų forma pasižymi skirtingais bruožais bei yra paremta skirtingu integracijos į bendrą veiklą laipsniu (Webster, 1992; Lambert, Emmelhainz, Gardner, 1996, 1999; Nakrošis, 2007; Raišienė, 2008; Grundey, 2002; Bushman, 2008; Raipa ir kt. (2007), Beazley, Smith, 2009; Mark P. Keightley, 2013; Beckman ir kt. 2004; Xia, 2011 ir kiti autoriai).

Mokslinėje literatūroje (Tate, 1996; Roussos, Favvcett, 2000; Corbett, Blackburn, Wassenhove, 1999; Jaafar, Rafiq, 2005 ir kt.) yra pabrėžiamas partnerystės sudarymo priežastingumas, pasitelkiant dalyvavimo principą, kuris dažniausiai siejamas su santykinio pranašumo įgijimu, naudojantis palankiu priėjimu prie partnerio išteklių ar kitų galimų privalumų. Partnerystės kūrimo priežasčių išskyrimas padėjo suformuluoti partnerystės kūrimo ir vystymosi procesą, kurių įvairovė ir teisingų etapų išskyrimo problematiškumas atsispindi daugybės mokslininkų nagrinėjimo aspektuose (Ellram, 1991; Spekman, Forbes, Isabella, Macavoy, 1998; Christopher, Juttner, 2000; Dent,

2000; Sirmon, Rana, Kostishack, 2002; Varis, 2004; Bensaou, 1999; Sengsouvanh (Sukley) Soukamneuth, 2007; Knoppen, Christiaanse, 2007; Trim, Lee, 2008; Chao, 2011; Dacin, Hitt, Levitas, 1997; Cavusgil ir kt., 1997; Claus Traeger, 2003).

Vidaus marketingo koncepcija, sąvokos analizė, bei pradinės su šia teorija susijusios išvalgos atsispindėjo (Barnes, 1984, 1989; Berry, 1981; Collins, Payne, 1991; Gronroos, 1981, 1984, 1985; Piercy, Morgan, 1991; Piercy, 1995; Reardon, Enis, 1990; Christopher, Payne, Ballantyne, 1991; Rafiq, Ahmed, 2003; Varey, 1995; Ballantyne, Christopher, Payne, 1995; Hogg, Carter, Dunne, 1998; Varey, Lewis, 1999; Ballantyne, 1997, 2000, 2003; Gummesson, 1987; Harari, 1991; Harrell, Fors, 1992, 1991; Foreman Money, 1995, 1993 ir kitų autorių moksliniuose darbuose).

Mokslininkai, analizavę vidaus marketingo pagrindinius tikslus ir veiklas, pabrėžia personalo valdymo programų, pasitelkiant vidaus marketingo elementus, nukreipimą į veiklos su išoriniais dalyviais gerinimą ir kokybišką paslaugų (prekių teikimą, siekiant didinti įmonės produktyvumą ir geriau tenkinti išorės klientų poreikius (Gronroos, 1990, 1994; Varey, Lewis, 1999; Damulienė, 1996; Dunne, Barnes 2000; Gilmore, Carson, 1995; Ewing, Caruana, 1999; Varey 1999; Gummesson, 2003; Vitkienė, 2004; Kotler, Keller, 2007; Sinčić, Pološki Vokić, 2007 ir kiti.)

Vidaus marketingo elementų efektyvus taikymas yra nukreiptas į įmonės darbuotojus (vidaus klientus), taip siekiant užtikrinti kokybiškesnę išorės veiklą, apimant tiek vartotojų poreikius, tiek suinteresuotųjų dalyvių ryšius. Taigi darbuotojų poreikių tenkinimas reikalauja išskirtinio marketingo komplekso, kurį nagrinėja daugybė mokslininkų (Gilmore, Carson, 1995; Damulienė, 1996; Kindurys, 1998; Rafiq, Ahmed, 2000, 2001, 2002; Payne, Christopher, Ballantyne, 2005; Foreman, Money, 1995 ir kt).

Įmonė santykių su vidaus ir išorės verslo dalyviais atspindi santykių marketingo koncepcija, kuri sujungia subjektų santykius, jų tinklus ir sąveiką (Christopher, Payne ir Ballantyne, 1991; Morgan, Hunt, 1994; Wilkinson, 2008 ir kiti autoriai).

Santykių marketingo koncepcijos analizės sritys parodė, jog santykių marketingo raidos pradžioje santykių marketingas buvo orientuotas į paprastą ilgalaikio pelningumo vystymą ir abipusiai naudingus santykius tarp organizacijos ir jos tikslinės grupės (klientų). Kai tuo tarpu dabartiniai mokslininkai (Berry, 1983; Jackson, 1985; Porter, 1993; Kinnear ir kt., 1995; Morgan, Hunt, 1994; Christopher, Payne, Ballantyne, 1991; Gronroos, 1994; Solomon, Stuart, 1997; Kotleris, 1999; Boone, Kurtz, 2001; Gummesson, 2002 ir kiti),

santykių marketingą apibrėžia apimdami santykių tarp organizacijos ir klientų, organizacijos ir darbuotojų, organizacijos ir kitų išorės dalyvių sukūrimą ir užmezgimą.

Vidaus marketingo ir vidinių ryšių įtaka santykių su išoriniais verslo dalyviais (partneriais) problematiškumas ir šių aspektų atskleidimo specifiškumas atsipindėjo keletos autorių analizėje (Ryu ir kt., 2009; Vanichinchai, 2012; Lockamy, McCormack, 2004; Wallance, 2004 ir kt.).

Nepaisant didelio susidomėjimo šiomis trimis koncepcijomis verta paminėti, jog analizuotoje literatūroje, bendro verslo partnerystės vystymo, pasitelkiant vidaus ir santykių marketingo specifiškumus teoriniu ar empiriniu lygmeniu buvo aptinkama tik užuominomis į tam tikras dedamasias, tačiau neatspindint bendros šių trijų koncepcijų sistemos veikimo ir įgyvendinimo galimybių.

Darbo mokslinė problema – kaip verslo partnerystės vystymą sąlygoja vidaus ir santykių marketingas?

Darbo objektas: Verslo partnerystės vystymas.

Darbo dalykas: Verslo partnerystė vystymas sąlygojamas vidaus ir santykių marketingo.

Darbo tikslas: nustatyti verslo partnerystės vystymą, sąlygojamą vidaus ir santykių marketingo.

Darbo tikslui pasiekti keliami sekantys uždaviniai:

1. Išanalizuoti teorinius verslo partnerystės aspektus.
2. Pateikti konceptualius vidaus ir santykių marketingo pagrindus, atskleidžiant jų tarpusavio ryšius.
3. Išsiaiškinti vidaus ir santykių marketingo poveikį partnerystės vystymui, parengiant šių koncepcijų sąsajas patvirtinančią teorinį modelį.
4. Išnagrinėti verslo partnerystės vystymo, pasitelkiant vidaus ir santykių marketingą empirinį ištyrimo lygį
5. Atlikti verslo partnerystės vystymo vidaus ir santykių marketingo pagrindų teorinio modelio empirinį vertinimą ir nustatyti vidaus ir santykių marketingo poveikį verslo partnerystės vystymui.

Disertacijos darbo ir tyrimo metodai:

- *Mokslinės literatūros analizė* (probleminė analizė) ir *lyginamoji analizė* taikoma siekiant išryškinti bei patikslinti verslo partnerystės konceptualų pagrįstumą,

kuris padės parodyti nagrinėjamų paslaugų marketingo teorijų (vidaus ir santykių marketingo) susietumą ir jų įtaką verslo partnerystės kūrimo ir vystymosi procesui;

- *Turinio analizė*. Šis metodas naudojamas atliekant skirtingų įmonių analizę vidaus ir santykių marketingo ir jo elementų taikymo aspektu, bei siekiant išsiaiškinti santykių su esamais verslo partneriais ypatybes ir tolimesnės veiklos galimybes.

- *Giluminis interviu*. Šis metodas naudojamas siekiant atskleisti skirtingų įmonių vidaus ir santykių marketingo taikymo ypatybes bei jų reikšmingumą kuriant ir palaikant santykius su partneriais.

- *Anketinė apklausa*. Šis tyrimo metodas naudojamas siekiant atskleisti skirtingų įmonių taikomų vidaus ir santykių marketingo dedamųjų analizę ir jų įtaką verslo partnerystei. Statistinė analizė leido pagrįsti logines išvadas ir nustatyti priklausomybę tarp atskirų kintamųjų, pagrindžiant jų ryšių stiprumo matus.

Darbe ginami teiginiai:

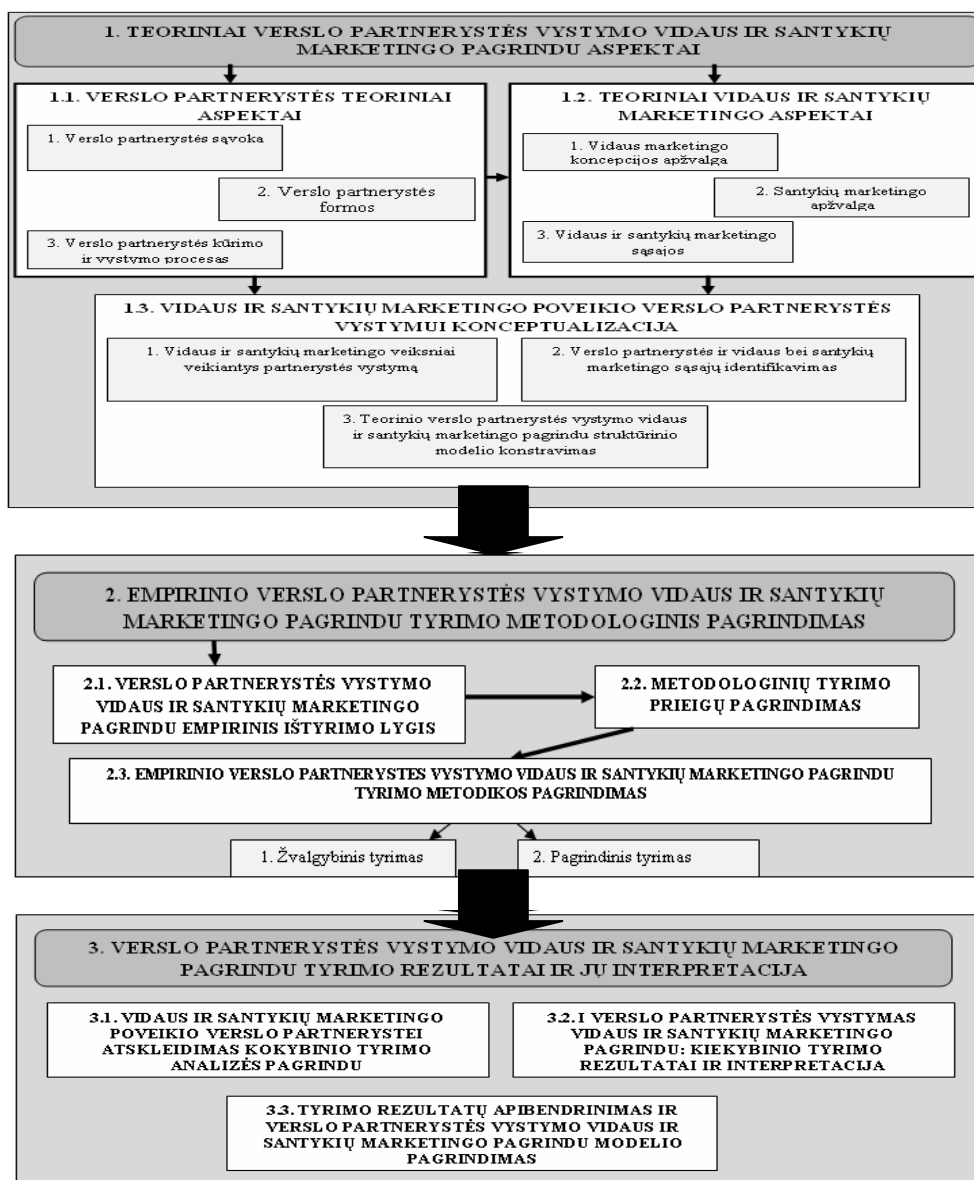
1. Egzistuoja glaudus ryšys tarp santykių ir vidaus marketingo, per santykių su darbuotojais kūrimą ir vystymą;

2. Vidaus marketingo taikymas ir verslo partnerystės vystymas yra santykių marketingo sudedamąsias dalis (vidaus ir išorės santykius) užtikrinantys reiškiniai.

3. Verslo partnerystės vystymas pasireiškia per vidaus ir išorės integraciją, pasitelkiant vidaus ir santykių marketingo dedamųjų veikimą įmonėse.

4. Vidaus ir santykių marketingo vyksmas įmonėse, padeda užtikrinti verslo partnerystės vystymo praktinio pritaikomumo ir reikšmingumo ribas.

Darbo struktūrą sudaro trys pagrindinės dalys. **Planuojama disertacinio darbo struktūra ir paaiškinimas**, grafiškai pateiktas 1 paveiksle. Disertaciją sudaro trys struktūrinės dalys (1 paveikslas).



Šaltinis: Sudaryta autorės.

1 pav. Loginė disertacijos schema

Teorinėje darbo dalyje nagrinėjami pagrindiniai verslo partnerystės, vidaus ir santykių marketingo koncepcijų aspektai, kurių išsami analizė leido pateikti pagrindines šių koncepcijų susijungimo į bendrą sistemą prielaidas. Aptarti vidaus ir santykių marketingo sąsajų aspektai, pateikti susisteminti partnerystės kūrimo ir vystymo proceso etapai, atskleidžiant apibendrintą partnerystės kūrimo ir vystymo modelį. Šioje darbo dalyje atlikta išsami literatūros analizė leido pateikti verslo partnerystės vystymo vidaus ir santykių marketingo pagrindų teorinį modelį.

Antrojoje darbo dalyje įvertinti ir aptarti su verslo partneryste ir jos vystymu susiję atlikti empiriniai tyrimai. Verslo partnerystės vystymui įtakos turi daugybė veiksnių, todėl buvo siekiama atskleisti ir išsamiau paanalizuoti veiksnius, kurie susiję su vidaus ir santykių marketingu, taip bandant išaiškinti galimų tyrimų metodų taikymus, siekiant išaiškinti verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu galimybes. Šioje darbo dalyje taip pat pateikiamas išsamus tyrimo metodologinis pagrindimas, tyrimo instrumentarijaus sudarymas, loginė tyrimo struktūra, pasitelkiant ir išsirenkant tinkamiausias metodologines priemones.

Trečiojoje darbo dalyje, remiantis teorinėje ir analitinėje darbo dalyse surinkta ir susisteminta informacija, atskleidžiami tyrimo rezultatai, kurie parodo teorinio modelio ryšius, jų stiprumą ir iškeltų hipotezių patvirtinimą. Taip pat pateikiamas empiriškai pagrįstas verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinis modelis, atspindintis atskirų vidaus ir santykių marketingo dedamųjų įtakos verslo partnerystės vystymui ryšius ir jų stiprumus.

Darbe naudoti šaltiniai. Teorinėje darbo dalyje daugiausia naudotasi užsienio bei Lietuvos autorių moksliniais darbais, empiriniais tyrimais, susijusiais su verslo partneryste, vidaus ir santykių marketingo konceptų išgryninimu. Praktiniams vertinimams ir pastebėjimams pagrįsti dėl savo naujumo, koncentracijos ir vaizdumo naudojama straipsniuose ir internete pateikiama informacija.

Darbo mokslinis naujumas. Darbe, remiantis mokslinės literatūros analize, susistemintos ir apibendrintos vidaus ir santykių marketingo integravimo ir susietumo verslo partnerystės kūrimui ir vystymui bendros nuostatos, bei išskirti svarbiausi vidaus marketingo (darbuotojų įtraukimas pasitelkiant mokymą, motyvaciją, delegavimą ir komunikaciją) ir santykių marketingo (vidaus ir išorės komunikacija, bendros vertybės) veiksniai, padedantys užtikrinti sėkmingą santykių su partneriais plėtrą per pasitikėjimą, įsipareigojimą ir bendradarbiavimą. Išnagrinėjus ir susisteminus mokslinę literatūrą ir kt. informacijos šaltinius, sukurtas verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinis modelis, apimantis pagrindinius vidaus ir santykių marketingo jungties elementus, parodant jų įtaką verslo partnerystės vystymosi procesui. Teorinis modelis patobulintas atlikus empirinį jo atskirų sudedamųjų dalių, atspindinčių santykių, vidaus marketingo ir partnerystės vystymo elementų ryšių poveikio vertinimą, kuris atskleidžia ne tik visų ryšių įtakos stiprumą, bet ir įvertina jo pritaikomumo

galimybes realiose paslaugų įmonėse. Verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinio modelio pritaikomumas leidžia įvertinti vidaus ir santykių marketingo dedamųjų padėtį ir įtaką verslo partnerystės kūrimo ir vystymosi procesui ir jo etapams bet kurioje įmonėje, kurioje taikoma bendradarbiavimu grįsta veikla.

Teorinė darbo reikšmė:

- Suformuotas apibendrintas verslo partnerystės kūrimo ir vystymo proceso modelis, parodantis pagrindinius kūrimo proceso etapus ir santykių vystymui reikalingus elgsenos elementus.

- Pateikiamos verslo partnerystės vystymosi galimybės pasitelkiant dvi atskiras paslaugų marketingo vidaus ir santykių teorijas, kurių reikšmingumas verslo partnerystei pagrindžiamas jų tarpusavio susietumu ir neatskiriamumu.

- Atskleisti vidaus ir santykių marketingo tarpusavio ryšiai pasitelkiant vidaus santykių tarp darbuotojų ir funkcinų padalinių kūrimo ir vystymo galimybes per vidaus marketingo elementų diegimą, kurie svarbūs verslo partnerystės vystymo atskleidimui;

- Parengtas verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinis modelis.

Praktinė darbo reikšmė.

Pateiktas verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu modelis leidžia:

- Išskirti pagrindinius vidaus ir santykių marketingo veiksnius turinčius įtaką verslo partnerystės vystymui;

- Pritaikius kiekybinę duomenų analizę įvertinta atskirų vidaus ir santykių marketingo veiksnių įtaka ir jų ryšių stiprumas verslo partnerystės vystymui;

- Įvertinta įmonės taikomų vidaus ir santykių marketingo veiksnių įtaka verslo partnerystei ir jos vystymui.

- Remiantis sukurtu verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teoriniu modeliu, nustatytos vadybos praktikos atžvilgiu prasmingos sąsajos, kurios įpareigoja spręsti verslo partnerystės santykių vystymo problemas kompleksiskai, integruojant vidaus ir santykių marketingo dedamąsias.

- Sukurta originali anketa, kuria galėtų pasinaudoti organizacijų personalo skyriaus darbuotojai, nustatydami vidaus marketingo elementų taikymo veiksmingumą,

santykių viduje ir išorėje kokybiškumą, bei šių veiksnių įtaką tolimesnėje veiklos plėtroje, kuriant santykius su partneriais.

- Teorinė ir praktinė verslo partnerystės vystymo, vidaus ir santykių marketingo analizė, darbe atskleisti ryšiai ir darbe pateikti apibendrinimai sudaro prielaidas organizacijų vidaus marketingo ir santykių marketingo politikų tobulinimui, siekiant pagerinti verslo partnerystės santykių padėtį.

Darbo apribojimai ir sunkumai: Taigi nagrinėjant – vidaus, santykių marketingo ir verslo partnerystės, kaip atskirų disciplinų koncepcijas – formuluojama mokslinė problematika, dėl mokslinio pagrįstumo stokos, susijusios su minėtų koncepcijų apjungimu ir jų susietumu bendroje sistemoje. Kadangi buvo rasta mažai teorinės analizės ir praktinių tyrimų, susijusių su šių koncepcijų sisteminiu traktavimu, gali būti keliami prielaidai dėl būtinybės šias koncepcijas apjungti, siekiant padėti įmonėms suteikti pagrindines gaires, kurios padės jų vykdomas vidaus marketingo priemones nukreipti į išorinių santykių su partneriais vystymą, pasitelkiant santykių marketingo jungtį. Tokiu būdu koncepcijų sistemiškumo naudą parodant per jų įtaką, įmonių siekiamas vystyti abipusiai užmegztus verslo partnerystės santykius.

Dėl mokslinės analizės stokos nagrinėjama tematika sunku apibrėžti vidaus marketingo ir partnerystės sąsajas pasitelkiant santykių marketingo koncepto apibrėžtumą bei jo neatsiejamumą nuo vidaus marketingo. Pateikiant trijų minėtų teorijų ryšių susietumo modelį yra neatsiejama visų trijų mokslinių teorijų detali analizė.

IŠVADOS

1. Apibendrinus teorines verslo partnerystės išvalgas, kurios atspindi nagrinėjamos koncepcijos sampratos susistemimą, galimų formų ir tipų analizę, bei vystymo proceso sisteminių išaiškinimą, galima teigti, kad:

a. Bendriausia prasme, partnerystė yra suprantama, kaip dviejų ar daugiau verslo vienetų dalijimasis bendra veikla, galia, įsipareigojimais, ištekliais ir atsakomybe, siekiant bendro tikslo. Pagrindinis veiksnys, kuris lemia partnerystės santykių kūrimą ir efektyvų vystymą yra ilgalaikė perspektyva, kurioje įdiejami tokie procesai, kaip jungtinis konfliktų ir problemų sprendimas, naujų technologijų diegimas ir vystymas, atviras ir pasitikėjimu grįstas nepertraukiamas bendravimas, informacijos patikimumas ir

tikslus jos perdavimas, bendrų išteklių panaudojimas užtikrinant platesnes veiklos galimybes.

b. Partnerystės struktūros pagal integracijos lygį bei nagrinėjimo perspektyvą skirstomos į skirtingus tipus bei rūšis remiantis institucine, socialine ar vietos perspektyvomis. Todėl užmegzti partnerystės santykiai dažnai skiriasi priklausomai nuo partnerių verslo prigimties ir partnerių skaičiaus, dalyvaujančių asmenų tipų, iškeltų tikslų, siekiamos naudos ir socialinės-ekonominės situacijos. Santykių laipsnis ir forma tarp partnerių nuolat kinta priklausomai nuo sąveikos intensyvumo.

c. Nuolatinis bendravimas tarp partnerių suteikia emocinį prierašumą, pagrįstą pasitikėjimu ir nuolatinėmis pastangomis veikti kartu. Pagrindiniai partnerystės kūrimo ir vystymo proceso etapai yra: partnerystė tikslo ir profilio nustatymas, partnerių paieška ir atranka, derybos, partnerystės sutartis, galiausiai partnerystės santykių vystymas. Tačiau kosmopolitiški ir atviri santykiai pasiekiami per ilgą laiką, nuolat vystant ir plėtojant užmegztus ryšius, pasitelkiant pasitikėjimą, įsipareigojimą ir bendradarbiavimą.

2. Teoriniai vidaus ir santykių marketingo koncepcijų aspektai parodo šių koncepcijų susietumą ir veikimo vienoje sistemoje galimybes. Šių koncepcijų mokslinė teorinė analizė parodė, kad jos yra apjungiamos į vieną sistemą, tačiau reikia akcentuoti, kad dažnai neatsižvelgiama vidinius įmonės veiksmus, kurie gali būti nukreipiami siekiant užtikrinti ilgalaikį santykių su partneriais vystymą ir plėtrą. Todėl disertacijoje šių koncepcijų susietumas apibrėžtas pasitelkiant vidaus ir santykių marketingo koncepcijų pagrindines dedamąsias:

a. Vidaus marketingo samprata yra nagrinėjama apimant strategijų perspektyvą, marketingo perspektyvą ir žmogiškųjų išteklių valdymo perspektyvas, kurios sudaro vidaus marketingo sąvokos ir analizės sričių pagrindą mokslinėje literatūroje. Todėl atsižvelgiant į pagrindinius vidaus marketingo analizės sritis galima teigti, jog vidaus marketingas – tai įmonės vidaus veiksmai nukreipti į įmonės darbuotojų, kaip įmonės vidaus klientų, nuolatinį skatinimą, motyvavimą, tobulinimą siekiant įtraukti juos į įmonės veiklas su išoriniais verslo dalyviais.

b. Santykių marketingas formuoja tvirtus, ilgalaikius ekonominius, socialinius ir techninius ryšius tarp šalių – verslo dalyvių, kurie nori pasiekti bendrą tikslą ir gauti naudą. Pagrindiniai santykiai, santykių marketingo koncepcijoje yra

skirstomi į vidinius ir išorinius. Santykiai gali būti kuriami ir vystomi pasitelkus tris pagrindines dimensijas: pasitikėjimą, įsipareigojimą ir abipusiškumą (bendradarbiavimą).

c. Apibrėžiant vidaus ir santykių marketingo koncepcijų susietumą buvo įtraukti vidaus marketingo lygiai, elementai ir visi veiksmai nukreipti į vidaus santykių vystymą, pasitelkiant santykių marketingo koncepcijos esmines nuostatas. Vidiniai santykiai, kurie yra viena iš santykių marketingo sudedamųjų dalių ir vidinio marketingo elementai, galintys juos užtikrinti, parodo šių koncepcijų ryšį ir veikimą vienoje bendroje sistemoje. Vidaus ir santykių marketingas yra sietinas per darbuotojų santykių ir įtraukimo į įmonės veiklą skatinimą. Viena iš sudedamųjų santykių marketingo dalių yra ryšiai įmonės viduje (vidiniai ryšiai) atspindintys darbuotojų ir įmonės bei funkcinių padalinių ryšius, o šie geriausiai užtikrinami pasitelkiant vidaus marketingą ir jo elementų sistemingą taikymą. Taigi vidaus marketingas tiesiogiai veikia darbuotojus ir santykių su jais palaikymą, ko pasekoje pasiekiamas efektyvesnis santykių su išoriniais verslo dalyviais vystymas.

3. Atsižvelgiant į verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu teorinę analizę buvo suformuluotas vienas bendras teorinis modelis, kuris sudarytas iš trijų pagrindinių dalių:

a. vidaus marketingo dedamųjų, kurios apima pagrindinius vidaus marketingo elementus (mokymas, delegavimas, motyvacija ir komunikacija), ir šios koncepcijos esminio siekio – darbuotojų įtraukimo, kuris gali būti pasiektas sistemingu ir efektyviu vidaus marketingo elementų diegimu.

b. santykių marketingo, kurį sudaro bendros vertybės, vidiniai ir išoriniai partneriai ir komunikacija kaip bendra jungtis, tiek įmonės viduje, tiek išorėje. Kadangi santykių marketingas yra tarpinė jungtis ji yra išskaidoma pasitelkiant vidaus ir išorės santykių kūrimą, kur vidaus santykiai su darbuotojais ir funkciniais padaliniais yra grindžiami pasitelkiant vidaus marketingą, o išorės santykiai – verslo partnerystę.

c. verslo partnerystės vystymo dimensijų: pasitikėjimo, įsipareigojimo, bendradarbiavimo, kurie veikiami darbuotojų įtraukimo, bendrų vertybių, komunikacijos, pavaizduotos kaip tęstinis procesas iš įmonės vidaus į išorę.

4. Empirinių tyrimų susijusių su verslo partnerystės vystymu vidaus ir santykių marketingo pagrindu analizė parodė tris pagrindines verslo partnerystės tyrimo perspektyvas:

a. partnerystės vystymo dimensijos pasitikėjimas ir įsipareigojimas yra gausiai tiriamos įvairių mokslininkų literatūroje, tačiau nėra realiai atskleista vidaus darbuotojų reikšmės jų veikimui. Buvo pastebėta, kad pasitikėjimas ir įsipareigojimas vykdamas bendrą veiklą su partneriais veikia ilgalaikį bendradarbiavimą, kuris galiausiai užtikrina pagerintus veiklos rezultatus.

b. darbuotojų įtraukimo veiksnys, kaip santykių su partneriais vystymo elementas yra nagrinėjamas ilgo laikotarpio perspektyvoje, o darbuotojų priešiškus gali būti priežastis griauanti šiuos santykius. Dauguma autorių pažymi darbuotojų įtraukimo svarbą partnerystės santykiams, kaip bendram procesui, neišskiriant atskirų dimensijų, bei neapibrėžia veiksmų, kurie padeda įtraukti įmonės darbuotojus.

c. Partnerystė taip pat buvo tirama kaip įmonių bendros veiklos tarporganizacinė forma. Tyrimas parodė, kad asimetrinė partnerystė nėra efektyvi organizacijų veikloje. Taip pat išaiškėjo, jog partnerystės valdymo problemas gali padėti spręsti mokymasis iš kitų patirties. Taip pat paaiškėjo, kad partnerystės santykių sukūrimui svarbiausia yra komunikacija ir informacijos sklaida, nuolat vystomos partnerystės dimensijos bei bendros veiklos rezultatyvumo rodikliai.

5. Remiantis empirinio tyrimo rezultatais nustatyti atskirų, teorinio verslo partnerystės vystymo, vidaus ir santykių marketingo pagrindu modelio, kintamųjų vertinimo dėsningumai. Bendrieji modelio kintamųjų vertinimai patvirtina verslo partnerystės vystymo galimybes, pasitelkiant vidaus ir santykių marketingą:

a. Taigi *H1* hipotezė, kad vidaus marketingo elementai turi įtakos darbuotojų įtraukimui patvirtino, kadangi apskaičiuoti atskirų vidaus marketingo elementų ryšiai, patvirtino teoriškai pagrįstą spėjimą, jog mokymas (0,786, ($p < 0,01$)), motyvacija (0,835, ($p < 0,01$)), delegavimas (0,842, ($p < 0,01$)) ir komunikacija (0,759, ($p < 0,01$)) turi įtakos darbuotojų įtraukimui.

b. Tarp darbuotojų įtrauktumo į bendrą įmonės veiklą ir komunikacijos su verslo partneriais lygio egzistuoja stiprus teigiamas statistiškai reikšmingas ryšys (0,776, ($p < 0,01$)), todėl galima teigti, jog kuo labiau darbuotojai yra įtraukti į įmonės veiklą tuo sėkmingesnė ir efektyvesnė bus komunikacija su verslo partneriais, todėl galima teigti,

jog *H2*, kad *darbuotojų įtraukimas į įmonės valdymą turi teigiamos įtakos komunikacijai tarp partnerių* – pasitvirtino.

c. Tarp komunikacijos su įmonės partneriais ir vienos iš partnerystės vystymo dimensijos –bendradarbiavimo egzistuoja vidutinio stiprumo teigiamas ryšys (0,612, ($p < 0,01$), kas pasako, jog didėjant komunikacijai tarp partnerių didėja ir bendradarbiavimo lygis, todėl galima teigti, kad *H3 – komunikacija tarp partnerių turi teigiamos įtakos bendradarbiavimui* – pasitvirtino.

d. Apskaičiavus daugiaspektės hipotezės, apimančios darbuotojų įtraukimo įtaką atskiroms verslo partnerystės dimensijoms (pasitikėjimui (0,736, ($p < 0,01$), įsipareigojimui (0,676, ($p < 0,01$)) ir bendradarbiavimui (0,720, ($p < 0,01$)) koreliacijas, buvo nustatyti statistiškai reikšmingi ryšiais, todėl galima teigti, kad *H4 – darbuotojų įtraukimas turi įtakos verslo partnerystės vystymo proceso etapams* – pasitvirtino.

e. Taigi, *H5*, kad *bendros vertybės turi įtakos verslo partnerystės vystymo proceso etapams* – pasitvirtino, kadangi buvo nustatyti vidutinio stiprumo statistiniai ryšiai tarp bendrų vertybių ir pasitikėjimo (0,532, ($p < 0,01$)) bei bendradarbiavimo (0,518, ($p < 0,01$)) ir statistiškai silpnas ryšys tarp bendrų vertybių ir įsipareigojimo (0,441, ($p < 0,01$)).

f. Darbuotojų įtraukimas taip pat siejamas ir su bendromis vertybėmis, nes tarp šių dedamųjų egzistuoja statistiškai reikšmingas vidutinio stiprumo ryšys (0,697, ($p < 0,01$)), todėl galima teigti, jog *H6*, kad *darbuotojų įtraukimas turi teigiamos įtakos bendroms vertybėms* – pasitvirtino. Tai parodo, jog bendros vertybės gali būti kuriamos pasitelkiant darbuotojų įtraukimą.

g. Atlikta empirinio tyrimo analizė leidžia teigti, jog partnerystės vystymo dimensijos yra susijusios tarpusavyje, egzistuoja skirtingas įtakos lygis kalbant apie pasitikėjimo, įsipareigojimo ir bendradarbiavimo dimensijų įtakų stiprumą viena kitai, todėl galima teigti, jog pasitvirtino *H7 – pasitikėjimas teigiamai veikia bendradarbiavimą*, kadangi tarp šių dimensijų nustatytas vidutinio stiprumo teigiamas ryšys (0,611, ($p < 0,01$)). *H8 – įsipareigojimas teigiamai veikia bendradarbiavimą* – taip pat pasitvirtino kadangi tarp įsipareigojimo ir bendradarbiavimo buvo nustatytas silpnas teigiamas ryšys (0,474, ($p < 0,01$)), tai reiškia, jog įsipareigojimas labai silpnai veikia bendradarbiavimą, ir galiausiai pastebėti, jog egzistuoja statistiškai reikšmingas vidutinio stiprumo teigiamas ryšys (0,503, $p < 0,01$) tarp pasitikėjimo ir įsipareigojimo,

taigi *H9* pasitikėjimas teigiamai veikia *įsipareigojimą* – pasitvirtino. Tokiu būdu galima teigti, jog partnerystės vystymas, pasitelkiant tris dimensijas, pasireškia visų trijų dimensijų susietumu tarpusavyje.

6. Apibendrinant galima teigti, jog *Verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu* modelio taikymas leistų išryškinti vidaus ir išorės santykių tendencijas, bei padėtų veiksmingai ir sistemiškai derinti vidaus ir išorės veiksnius, bei galėtų būti traktuojamas kaip išorės santykių plėtros galimybių užtikrinimo įrankį. Sėkmingai funkcionuojantis *Verslo partnerystės vystymo vidaus ir santykių marketingo pagrindu* modelis turėtų nemažai įtakos įmonės santykių su partneriais kūrimui, valdymui ir vystymui. Todėl siūlomas modelis yra svarbus ir veiksmingas rezultatyviam santykių su partneriais palaikymui ir vystymui, esant vidaus marketingo ir santykių marketingo dedamųjų įtakai – siūlomas modelis užtikrintų santykių su partneriais kokybės pastovumą ir plėtrą.

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Pedagoginės veiklos kryptys (skaitomi dalykai)	Marketingas; Vartotojų elgsena.

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