

Marketing Relationship as A Source for Achieving Competitive Advantage

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Abstract

Purpose: This study aims at identifying Marketing Relationship as a source to achieve Competitive Advantage in the Jordanian cellular telecommunications companies. The study also draws its importance out of the telecommunications sector, which is considered to be one of the largest sectors contributing to the Jordanian economy, as well as the volume of services it provides to a large segment of the Jordanian society.

Methodology: The researcher used the descriptive correlative method. The study tool consisted of a Measurement Scale that was developed based on previous studies and related theoretical literature, while the Measurement Scale in its final form consisted of (30) paragraphs: Marketing Relationship (15) paragraphs, Competitive Advantage (15) paragraphs, the study sample consisted of (352) employees (both males and females).

Findings: It was found that the level of application of Marketing Relationship was average, and the degree of achievement of Competitive Advantage was significant, in addition to the presence of positive correlation between Marketing Relationship and Competitive Advantage in the Jordanian cellular telecommunications companies.

Practical implications: This study discusses the role of Relationship Marketing in achieving the Competitive Advantage of the cellular operators in Jordan. The current study seeks to clarify the concept of Relationship Marketing, the concept of Competitive Advantage and the level of knowledge of the application of Relationship Marketing in the Jordanian cellular telecommunications companies, and the degree to achieve the Competitive Advantage of the cellular communications companies.

Originality/value: The need to apply the concept of Marketing Relationship in cellular communication companies as service producing companies, and to understand the nature of the Marketing Relationship activities and its relations in achieving competitive advantage, and helping the owners of these companies in building plans and strategies that help achieve survival and growth, increase profits, market share and good reputation. This study helps companies seeking to embrace the idea of Marketing Relationship in introducing ways and methods in a bid to achieve survival and growth, as this will improve its image and increase its Competitive Advantage against their counterparts from the other companies. The importance of this research is based on devising objective scientific standards adapted to the Jordanian environment with a high degree of honesty and consistency and distinction.

Keywords: Marketing Relationship, Competitive Advantage, Telecommunication.

1. Introduction

In light of the increasing growth and development of enterprises and companies and the general tendency to shift from planned economy to market economy, marketing acquires a particular importance, a matter that obliges such companies to keep pace with the most important developments and various modern trends, with the aim of strengthening their chances of growth and survival, in terms of adaptation and achieving excellence compared to other rivals and the accelerated technological, social and economic changes (Zahra, 2016). The success and growth and the continuity of any company in the market is contingent on its ability to attract the largest number of customers, and then to the development of their loyalty to the company by adopting a modern approach that can achieve this objective, in order to achieve an effective response to their needs and desires as well as strengthening their levels of satisfaction to the company's marketing offers (Sulimani 2012). A recent research conducted by Abtin and Pouramiri (2016) found out a direct relationship between customer loyalty and trust, satisfaction, management, communication, and competence increased, customer loyalty. In light of the fierce competition among these companies, they were obliged to devise a set of strategies and plans that would enable them to stand in the face of competitors by establishing a close relationship with customers and control them on the one hand and attract a large number of customers of its competitors on the other.

This can only be achieved through good identification of customers by collecting and analyzing their data and categorizing them into homogeneous groups and the selection of the most appropriate strata for the company (Ben Jarroha, 2012). Marketing Relationship is based on the interaction in a network of a relationship between suppliers, employees, customers and other stakeholders. Most companies seek to build a relationship with its customers and other parties such as shareholders, competitors, suppliers, internal staff and reference groups (Gummesson et al., 2002).

The concept of Competitive Advantage holds an important space in both the areas of strategic management and business economics. This concept goes back to the eighties of the twentieth century where the idea of Competitive Advantage began to become rampant, especially following the writings of "Michael Porter" Professor of Strategic Management at Harvard University on competitive strategy and Competitive Advantage (Al Waleed, 2009). Competitive Advantage is a distinct character that gives a company a competitive advantage over other companies and enables it to achieve a strong attitude towards various parties. The real challenge faced by any company is not just the production or provision of products, but its ability to constantly achieve the gratification of the needs and desires of the changing and growing customers, therefore, finding competitive advantages in company's offerings would achieve customer satisfaction, increase loyalty, and hence, the company's ability to survive and persist in the market (Covin, 2000).

2. Literature review

2.1 Relationship Marketing

Marketing helps to meet the requirements of customers to ensure their satisfaction by creating formal utility of goods through informing the production management or the design department about the consumers' desires and needs, whether in form, quality or packaging (Barzanji, 2004), however according to Benouakrim and El Kandoussi (2013) relationship marketing effectiveness depends on the combination of relational mediating variables and exchange context.

The term Relationship Marketing was used for the first time in the eighties by Berry, (1983) who was the first to coin this term, which is based on completely different concepts from the traditional concept of marketing. Grönroos (1991) defined relationship marketing based on relationships with stakeholders at a profit and the exchange of promises between them.

Al Alaq (2002) believes that Relationship Marketing has emerged from several streams, including Service-based marketing; Focusing on cross-overlapping organizational relationship; Networking; The Relationship Marketing is based on literature of distribution channels i.e. developing effective relationship; Addressing the issue of relationship in the value chains within the literature of strategic management and the strategic impact of information on existing relations within companies and among them.

Lendrevie (2006) defined Relationship Marketing as a policy and set of tools to develop individualized and interactive relationships with customers, in order to create and maintain positive and sustained attitudes against the company and/or the brand.

Berry was the first to use the term Relationship Marketing. He believed that frequent meetings with the customer over a span of time create social links that enable those involved in the relationship to convert these reactions to a partnership, and the customer becomes a partner in the enterprise. He defined it as a process that attracts customers, retain them and strengthen the relations with them in multiple-service companies (Hermetet, 2005). Overall, relationship marketing is a new marketing model where companies develop long-term relationships with each customer to reach a better knowledge of customers' needs and deliver offerings that meet those needs (Banchori, 2009).

Brito (2011) identified the scope of relationship marketing that will be based on several aspects such as one-to-one marketing, viral marketing, social networks marketing, tribal marketing, since marketing and experiential marketing. Relationship Marketing is considered to be a complementary and supportive activity for marketing that focuses on customer retention (Zahra, 2016). The Relationship Marketing strategy seeks to supply its customers with the value and satisfy their needs and desires, where they can reap many benefits as a result of frequent sales for those customers and developing relations with them, where the company can achieve an increase in sales and market share and profit levels.

Shafiq (2005) identified the five dimensions of relationship marketing. These include:

1- Quality: any product's potentials to face the prospective customer's expectations and to achieve the desires and needs of customers. It represents the final features and characteristics of the service or the product that stems from its ability to achieve complete satisfaction and meet customer needs.

2- Continuous Quality Improvement: through the continuing study of the processes in a certain system, to improve the performance and obtain the optimal results.

3- Customer Complaints: is a double-edged weapon associated with the expectations and opinions of customers about the product provided to them and that the company failed to satisfy, which if taken into consideration, customers' loyalty to the company will increase, but if neglected, customers will turn to competitors.

4. Strengthening the relationship between the enterprise and customers: This leads to developing customer relationship with the company, and therefore the continuation of the enterprise in the market. The company that does not strengthen its relationship with its customers, they will need to establish a relationship with another company instead, and they will pool their money to the new company to consolidate relationship with it.

5- Internal Marketing: all individuals within any company should exert efforts to increase the effectiveness of external marketing activities, and that each and every organizational unit within the company should market its potentials and capabilities to other units within the same company.

2.2 Competitive advantage

Competitive Advantage is defined as the company's ability to formulate and implement strategies that make them better in a competitive position compared to other companies operating in the same activity (Mustafa, 2001).

Porter (cited by Abdul Raouf, 2007) believes that they originate primarily from the value that an enterprise can create for its customers so that it can take the form of lower prices compared to other competitors' prices with equal benefits, or by providing unique benefits in the product that broadly compensate for the price increase.

Liu (2003) defines Competitive Advantage of the company in the perspective of the product market, which enables the company to achieve a better competitive position; i.e. the company owns an advanced competitive position in the market. (Al-Marsi et al., 2002) defines it as an area in which the company has a greater ability than its competitors to seize external opportunities or limit the impact of threats. Competitive Advantage stems from the company's ability to capitalize on its material or human resources, and it may relate to quality or technology or the ability to reduce cost or marketing efficiency or Innovation, development or abundance of financial resources, the distinction of administrative thinking, or the possession of qualified human resources.

Khalil (cited by AlWaleed, 2009) noted that Competitive Advantage has the following characteristics:

1. Competitive Advantage is based on differences and discrepancies and not on similarities among rival companies.
2. They are built over the long term as future opportunities.
3. They are usually concentrated in a limited geographic range.

The focus of the company is on achieving competitive advantage, through the products it offers to meet the needs and desires of customers, or the value that customers wish to receive from these products, and to turn these needs into target areas called competitive dimensions chosen by the company when delivering products and meeting market demands (Heizer & Render, 2002), these dimensions include the following:

1. Cost Reduction: This is done by working to reduce costs incurred by the company to the lowest degree possible, through the design, manufacture, and marketing of the lowest possible cost products compared with its competitors, and achieve higher profits, based on the least amount of the cost of production inputs compared i.e. the reduction of the total costs of any industry, the discovery of a cheap resources for raw materials or the reliance on available resources and the distribution of fixed costs to a large number of production units, the disposal of intermediaries, the reliance on the company's distribution outlets or the use of production and sale methods that would reduce the cost, or use the automated machines to reduce labor force (Kotler & Keller, 2009).

2. Creativity and innovation: as one of the basic necessities in business management and companies. They are ideas that are characterized as new, useful and connected, that are formulated by restructuring or working on new ideas in order to come up with something new, through which a solution to the problem, or to a new idea can be reached and applied.

They are linked to technology, as it is no longer sufficient or even satisfactory to perform business in companies of all kinds in traditional routines, as they lead to a halt and a retreat from the rapid pace of moving forward or to failure (Lynch, 2000).

Each of (Ben Jarroha and Ben HOHO 2010) conducted a study that aimed at analyzing the relationship between marketing relationship and achieving competition and gaining a competitive advantage. The study concluded that Relationship Marketing is an approach that emphasizes the need to continue the relationship that must exist between the company and its customers. The study stressed the importance of customer service and retaining them with the development of many transactions with customers, and Relationship Marketing is itself a competitive advantage.

(Nagasimha, 2009) conducted a study on the role of Relationship Marketing in the strategies of competitive marketing. The study aimed to consider that competitive marketing strategy as part of Relationship Marketing and as key functions in promoting business. The study found that marketing relationship creates, maintains, enhances, and modifies customer relationship to create added value and profit for the company.

Both (Chen and Tsou, 2009) conducted a study with a view to expanding the understanding of innovation in providing service as a critical organizational capability through adoption of information technology (IT) affecting Competitive Advantage for the company in the context of financial companies, and how such companies can, by adopting IT in improve innovative applications in service delivery, in addition to how they impact on the Competitive Advantage of companies. The study concluded that the adoption of IT has positive effects on new service innovation applications, which increase the feature of companies' competitiveness.

In a study conducted by (Abdel Raouf, 2007) entitled Competitive Advantage of Economic Foundations: sources and the role of technological innovation in their development - a field study in roses perfume company, aimed to define the concept of competitiveness and its types and features, and to detect internal sources that contribute to the enterprise's competitive advantage, and the external sources that contribute to the ownership of its competitive advantage. The study adopted the descriptive approach and the analytical approach. The study concluded with a set of results: The Competitive Advantage of the company is a crucial source for the superiority of the company in the industry, and this can be achieved through the production of premium or lower-cost products.

In light of the above, this study aims to identify the role of Relationship marketing in achieving Competitive Advantage from the perspective of staff working at the Jordanian cellular telecommunications companies.

3. Methodology

Relationship Marketing is concerned with creating a personal relationship with customers and the development of a mutually for a long-term relationship between both the buyer and seller, as the cost of gaining a new customer costs more than retaining the current one. From the perspective of customers and it is an opportunity for the exchange of information on their needs and fulfilling them, these relations focus on keeping the customer and contacting well as building trust with him, and at the same time achieve quality. It has become necessary for the private sector companies to seek more effective ways towards studying the customers' purchasing behavior and caring for them, through conducting studies that are related to the customers and their desires and devise methods and that are more interested in and care about these customers and work on attracting them. The evaluation of such companies also depends on their profitability and reputation on their financial positions only, however, modern concepts the emerge and help to create a work environment that is able to cope with the rapid developments in various aspects of life. The most prominent of these concepts is the concept of "competitive advantage" of the companies of various kinds and sizes, and in the light of the foregoing; the present study problem is identified by answering the following questions:

First question: What is the level of application of Relationship Marketing in the Jordanian cellular telecommunications companies?

Second question: What is the degree of achieving Competitive Advantage in the Jordanian cellular telecommunications companies?

Third question: What is the role of marketing relationship in achieving Competitive Advantage in the Jordanian cellular telecommunications companies?

The study employed the descriptive approach due to its suitability for the study purposes, and included a description of the society and sample in addition to the tools, procedures, and variables, and statistical methods to be used in the analysis of the results, which is considered to be one of the best practices when studying a de-facto phenomenon. The population consists of all individuals working in the administrative positions (administrative, Heads, Directors) at the 3 cellular communications companies in Jordan (Zain, Orange, Umnia), where the number of total employees in these companies stood at (4,650) employees, and the number of management staff in these companies stood at (3,700) employees i.e. (80%).

Sampling was based on two techniques; (1) Exploration sampling: The researcher applied the study tool (the questionnaire) on an exploration sample of (30) employees from outside the actual study sample, to verify reliability and validity of the study tools, and (2) The actual sampling: to verify the credibility of the questions, the researcher applied the study tools after ensuring their reliability and validity on the actual study sample by limiting the total number of posts categories under the study (managers, departments, and employees at all levels of management) at the Jordanian three cellular communications companies, totaling (3,700) employees, and taking a stratified random sample of them to represent the theoretical study population, where the number of samples stood at (370), (10%) of the total number of employees working in managerial positions at different levels of employment. Individual differences in the number of employees interviewed were also taken into consideration when distributing questionnaires in each company.

Table (1) shows the number of distributed and returned questionnaires to each company of cellular companies in Jordan and as follows:

Table (1): Number of distributed and returned questionnaires

No#	Company	Number of distributed questionnaires	Percentage	Number of questionnaires returned after distribution
1	Orange	152	41%	144
2	Zain	130	35%	123
3	Umnia	88	24%	85
Total		370	100%	352

Table (1) shows that (152) questionnaires were distributed to Orange staff, representing (41%) of the total sample size of the (370), and the number of non-returned questionnaires was (8), so the number of questionnaires was (144).

(130) questionnaires were distributed to Zain employees, representing (35%), and the number of non-returned questionnaires was (7) questionnaires, so the number of questionnaires was (144).

(88) Questionnaires were distributed on Umnia staff, representing (24%), and the number of non-returned questionnaires was (3) questionnaires, so the number of questionnaires was (85).

The main reason for the non-returned questionnaires is the incomplete response to the tools or their absence from the company, thus, the total number of the questionnaires that were subjected to the process of analysis was (352) questionnaires, taking into account the number of employees in each company in the distribution process.

Table (2) shows a description of the characteristics of the study sample according to gender, educational level, and job title:

Table (2): Number of respondents and the percentage based on gender, educational level, job title:

Variables		Number of respondents	percentage%
Sex	Male	194	% 55
	Female	158	% 45
Job title	Administrative	275	% 78
	Head of the Department	60	17%
	Department Manager	17	5%
Total		352	100%

Table (2) shows the following:

1. The total number of questionnaires that were returned was (352) out of the total sample of (370) employees, which accounted for (95%), while the non-returned questionnaires with no response to the tools or absence were (18) questionnaires i.e. (5%).
2. The largest percentage of the study sample was in favor of males (55 %), while the female category accounted for (45 %).
3. In terms of the job title, it was noted that the administrative category marked the largest proportion of the study sample representing (78 %), followed by head department category (17%), and managers (5%).

A Measurement Scale was developed that includes paragraphs that are related to Marketing Relationship and paragraphs that are related to Competitive Advantage based on previous relevant literature and theoretical studies, including studies by (Qaryouti et al. 2014, Abdul Wahab 2012; Wargla 2012; Ben Jarrohaand Delhom 2015). The Measurement Scale in its final form consisted of (30) paragraphs, divided as follows:

- (15) Paragraphs measuring Marketing Relationship.
- (15) Paragraphs measure competitive advantage.

It is a kind of Self Answered Report done by students at Fifth Likert Measurement Scale: Strongly Agree (5), agree (4), neutral (3), I do not agree (2), and strongly agree (1). The following equation has been used to extract the range for each level of the three levels: (high Category- low category) / 3, i.e. (5-1) divided by (3) equal to (1, 33), and therefore:

- From 1 to 2.33 low level.
- From 2.34- 3.67 average level.
- From 3.68- 5 high level.

Table (3): Correlation coefficients of the paragraphs and its total degree on the Measurement Scale

Para No#	Correlation coefficient With the tool	Correlation coefficient With the dimension	Paragraph Number	Correlation coefficient With the tool	Correlation coefficient With the dimension
1	. 353 *	0.621 **	16	0.730 **	0.375 *
2	0.533 **	0.441 *	17	0.612 **	0.439 **
3	0.456 *	0.384 *	18	0.530 **	0.521 **
4	. 419 *	0.593 **	19	0.395 *	. 630 **
5	0.423 *	0.419 *	20	. 393 *	0.421 *
6	0.502 **	0.524 **	21	0.367 *	0.603 **
7	0.420 *	. 534 **	22	0.672 **	0.454 **
8	0.368 *	0.700 **	23	0.395 *	0.526 **
9	0.621 **	0.612 **	24	0.555 **	. 525 **
10	0.441 *	0.530 **	25	0.513 **	. 372 *
11	0.384 *	0.395 *	26	0.513 **	0.418 *
12	0.593 **	. 393 *	27	0.760 **	0.714 *
13	0.419 *	. 705 **	28	0.542 **	. 372 *
14	0.703 **	0.410 *	29	0.382 *	0.418 *
15	0.444 **	.380 *	30	0.510 **	0.620 **

*Statistical function at the level of significance (0.05) ** Statistical function at the level of significance (0.01)

The Measurement Scale was tested on an exploratory sample of the study population and from outside the study sample consisting of (30) employees, then the researcher calculated the reliability of the internal consistency coefficient using Cronbach Alpha equation, where the results of reliability of the Measurement Scale in the current study showed that the value of the reliability of the internal consistency coefficient using Cronbach Alpha equation reached (0,85) for paragraphs of Marketing Relationship, and (83%) for the paragraphs of competitive advantage, while a total coefficient of the Measurement Scale was (84%), which is considered to be a

high and acceptable coefficient correlations for the purposes of the study, and this supports the use of this Measurement Scale in the current study.

4. Findings

First question: What is the level of application of Marketing Relationship in the Jordanian cellular telecommunications companies?

No#	Paragraphs	level	SMA	standard deviation	Rank
1.	Customer received good treatment upon his arrival	Average	2.70	.58	3
2.	Attractive discounts were offered by the marketing staff to the customer in order to for him to acquire larger quantities of services	Average	2.64	.66	8
3.	Customer's waiting time was acceptable	Average	2.50	.68	12
4.	Instant solving of customer's problems	Average	2.75	.57	1
5.	Marketing staff seeks to strengthen the relationship with the customer to ensure loyalty to the company	Average	2.67	.60	6
6.	The involvement of customers on how to provide the service	Average	2.73	.49	2
7.	Offering incentive gifts to customers in exchange for the acquisition of services	Average	2:47	.83	13
8.	The company provides database system and information to its customers	Average	2.66	.64	7
9.	Marketing staff maintain communication and contact with customers after the completion of providing sales and services to them	Average	2:52	.71	11
10.	The company seeks to build long relationship with its customers using several ways and methods of communication	Average	2.69	.58	4
11.	The company is characterized by offering its services at attractive prices	Average	2:37	.87	15
12.	The continuous improvement of the quality of services to ensure customer loyalty	Average	2:39	.79	14
13.	The company offers new and advanced services in order to improve its relationship with its clients	Average	2.56	.72	9
14.	Improve the interactive relationship with customers that helps to increase its market share	Average	2.68	.59	5
15.	Marketing staff seeks to solve customer problems and follow-up and fulfill the promises	Average	2.54	.67	10
	Total Summation	Average	2.51	.69	

To answer this question, arithmetic mean, standard deviations and the rank of the responses of the study sample to the paragraphs of measuring marketing relationship, were extracted, and are shown in table (4).

Table (4): Arithmetic mean, standard deviation and level of paragraphs for Marketing Relationship

Table (4) shows that all paragraphs of measuring the extent of the application of Marketing Relationship were on the Average level according to the responses of the study sample. Paragraph (4): "Instant solving customer's problems" scored the highest arithmetic average (2.75) on the average level, while paragraph (11): "*The company is characterized by offering its services at attractive prices*" scored the lowest arithmetic average (2:37) on the average level. The arithmetic average of the total paragraphs of the Measurement Scale was (2.51) with the standard deviation of (.69). This result explains that in order for any company to achieve success in their respective fields of trade, it should realize the various elements that enable it to underline that success, so it is a fundamental jumpstart for monitoring and understanding all of the above through improving its relationship with its customers.

Second question: What is the degree of achieving Competitive Advantage in the Jordanian cellular telecommunications companies? To answer this question, arithmetic mean, standard deviations and the rank of the responses of the study sample to the paragraphs of measuring Competitive Advantage were extracted, and are shown in table (5).

Table (5): Arithmetic average, standard deviation and level of paragraphs for competitive advantage

No#	Paragraphs	standard deviation	SMA	Degree	Rank
1.	The company believes and practices the principles of fair competition.	.77	3.71	High	13
2.	The company observes the prices of services offered by the rival companies.	.86	3.77	High	9
3.	The company impartially attracts staff from other rival companies.	.69	3.70	High	14
4.	The company genuinely introduces its information before others.	.58	3.79	High	7
5.	The company complies with the implementation of legislations and plans and directives issued by the government.	.88	3.80	High	6
6.	The company timely pays its due taxes.	.54	3.88	High	2
7.	The company helps the government in addressing social problems, such as unemployment and poverty.	.53	3.85	High	3
8.	The company helps in training workers at certain public sectors.	0.64	3.83	High	4
9.	The company contributes to sponsoring culture and art.	0.60	3.65	High	15
10.	The company contributes in providing cash and in-kind support to civil society companies.	0.75	3.74	High	12
11.	The company works on controlling its administrative expenditures.	0.67	3.78	High	8
12.	The company works on the reduction of its marketing costs.	0.64	3.81	High	5
13.	The company presents its products with high and unique specifications that make it outstanding compared to its competitors.	.817	3.75	High	11
14.	The company is characterized by developing rapid and effective distribution channels to deliver its products to customers in a better manner compared to its competitors.	.635	3.76	High	10
15.	The company is characterized by quick response to market demands.	.567	3.91	High	1
Total Summation		.64	3.74	High	

Table (5) shows that all paragraphs of measuring the extent of the application of Competitive Advantage were highly significant according to the responses of the study sample. Paragraph (15): *"The company is characterized by its quick response to the market demands"* scored the highest arithmetic average (3.91), while paragraph (9): *"The company contributes to supporting and sponsoring culture and the art."* marked the lowest arithmetic average (3.65). The arithmetic average of the total paragraphs of the Measurement Scale was (3.74) with a standard deviation of (.64).

This can be attributed to the capabilities of these companies to promote viable strategies in terms of cost, i.e. in terms of the price of products and services offered, taking into account the customers' needs, as well as the companies' commitment to quality conditions through the convergence of product characteristics and the needs of customers and to provide quality products suitable for all sectors of society, and their continuous commitment to ethical practices, and the establishment of development projects in cooperation with relevant agencies, whether governmental or private, and to focus their strategies to achieve the Competitive Feature, in addition to the development and the renewal of its resources and competencies and ensure a reserve that would guarantee its constant flow. This can be justified through the conviction on the part of these companies that they should provide products that are difficult for its competitors and rivals to produce, with specifications that help in retaining its customers.

Third question: What is the role of Marketing Relationship in achieving Competitive Advantage in the Jordanian cellular telecommunications companies?

We tested the extent of the correlation between the role of Marketing Relationship in achieving Competitive Advantage by knowing the value of a statistical function, and table (6) shows that.

Table (6): The correlation between Marketing Relationship and competitive advantage

		Competitive advantage
Marketing Relationship	Correlation coefficient	.677
	Statistical function sig	.000
	Number	352

** . Correlation is significant at the 0.01 level (2-tailed).

Table (6) shows a correlation between Marketing Relationship and the achievement of competitive advantage, where the value of the statistical function was less than the level of statistical significance (0.05) and amounted to (.000). To test the validity of the question, the regression to the mean test of views was used on the sampling unit to determine whether there are statistically significant links between Marketing Relationship and Competitive Advantage on the level of statistical significance ($\alpha=0.05$) as shown in table (7).

Table (7): Correlation between total Marketing Relationship and total Competitive Advantage

F	Function Sig	Coefficient determination of The R ²	R Square	Correlation coefficient R	
152.343	.000 ^a	.614	.618	.779	Correlation

Table (7) shows that the value of test **F** is equal to (**152.343**), which is greater than the value of tabulated F.

The level of statistical significance reached (**.000^a**) which is smaller than the specified value (0.05), which is enhanced by the value of **R** which amounted to (.779) that explain the powerful impact of the Marketing Relationship and competitive advantage, in addition to the value of the determination coefficient of **R²** which amounted to (.614 of ^a) that explain the variation in the level of Marketing Relationship, which is explained by variation in the level of competitive advantage, where it can be said that **there is a statistically significant positive relationship at the level of significance ($\alpha = 0,05$) between Marketing Relationship and Competitive Advantage by the Jordanian cellular companies.**

This result is attributable to the fact that staff of the company who are in direct contact with customers while providing services are the most important factors that impact the quality of services, through the value creation and the perception of the quality of services by the customer, therefore, those staff should enjoy enough attention, since they bear the Competitive Advantage burden in today's world by attracting and retaining customers. Companies' interest in including Marketing Relationship have an impact on several aspects that are mainly related to the way such companies build their marketing competitiveness strategies, because the process of building long-term relationship with the customer, aims at ensuring the continuity of the company, resulting from the profitability of the customers through their dealings with such companies, through its products, services, and performance.

Conclusions

1. Giving attention to customers and dealers as the makers of the company's profitability. Instant addressing of their complaints should be accomplished to ensure their loyalty to the company through tailoring special marketing programs for them.
2. Jordanian cellular telecommunications companies should increase their interest in their employees when devising development plans, through continuous development of their efficiency, thus improve productivity.
3. Jordanian cellular telecommunications companies should conduct studies and surveys to explore the views of customers and determine the level and the degree of their satisfaction, and involve them in building, preparing and delivery of services.
4. The company's improvement in its performance with the achievement of competitive excellence can be achieved through the nature and quality of its relationship with its customers, which is implemented by using Marketing Relationship with the customer.

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