

INFLUENCE OF RELATIONSHIP SATISFACTION, TRUST, COMMITMENT ON LOYALTY: INSIGHTS FROM BUSINESS-TO-BUSINESS PRACTICES AT PT PETROKIMIA GRESIK

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Abstract: This study aimed to analyze the influence of relationship satisfaction, trust, and commitment on the relationship loyalty between Petroganik partners and PT Petrokimia Gresik, in the context of a business-to-business relationship. The sample used in this study was 144 respondents who were Petroganik partners. The data analysis technique used Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results showed that relationship satisfaction, communication, and trust had no significant influence on loyalty. Meanwhile, the variable that had a significant positive effect was the perceived organizational support. PT Petrokimia Gresik needs to pay more attention to helping Petroganik partners in fulfilling their obligations and giving their rights as expected so that the cooperative relationship between them more harmonious in the long term.

Keywords: organizational support, commitment, and loyalty

1. Introduction

Following the Regulation of the Minister of Agriculture Number 76/Permentan/O.T.140/12/2007 dated December 28, 2007, the Government of Indonesia has allocated fertilizer subsidy funds for organic fertilizers. PT Petrokimia Gresik, as a member of the holding company of PT Pupuk Indonesia (Persero) and a State-Owned Enterprise (BUMN), has been appointed to produce 300,000 tons of organic fertilizer since 2008. PT Petrokimia Gresik found difficulties in executing this task because the sources of raw materials derived from animal manures were scattered in livestock centers far from the Gresik Regency.

Initially, production activities were carried out on a small scale at the PT Petrokimia Gresik research factory with a production capacity of 10,000 tons per year. Furthermore, PT Petrokimia Gresik opened opportunities for Small and Medium Enterprises (UKM) to join as business partners for organic fertilizer production activities. It was not easy for PT Petrokimia Gresik to convince several SMEs to be interested in joining the success of the organic fertilizer program.

In 2019, PT Petrokimia Gresik had 155 partners of Petroganik that were spread across Central Java, DI Yogyakarta, East Java, Bali, NTB, North Sumatra, Bengkulu, South Sumatra, Lampung, West Kalimantan, South Kalimantan, North Sulawesi and South Sulawesi. Their maximum production capacity, in total (with three work shifts), was capable of producing Petroganik fertilizer up to 1,500,000 tons per year. This production capacity

could meet the organic fertilizer subsidy assignment given by the government to PT Petrokimia Gresik in 2019, namely 742,200 tons.

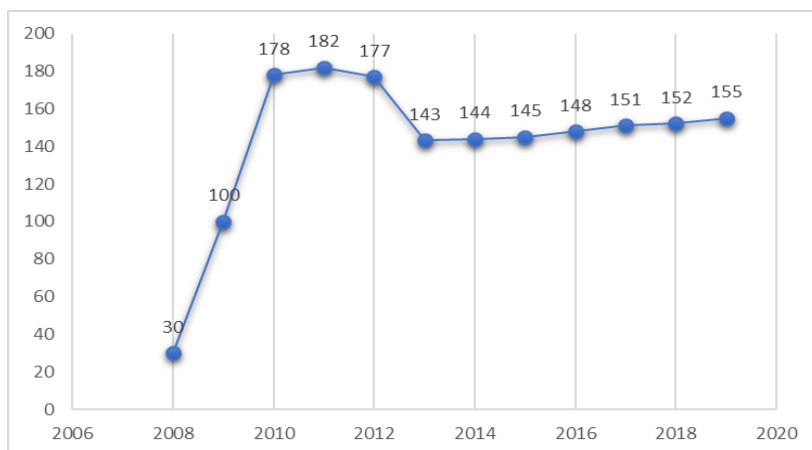


Figure 1. Development of Petroganik partners

Source: Department of Production Partner Management – PT Petrokimia Gresik

From 2008 to 2018, the production performance of Petroganik's partners was categorized as good. However, there was a decrease in the number of productions in 2019, which directly affected the provision and the distribution of Petroganik fertilizer, thus leading to the failure in achieving the targets set by the Government.

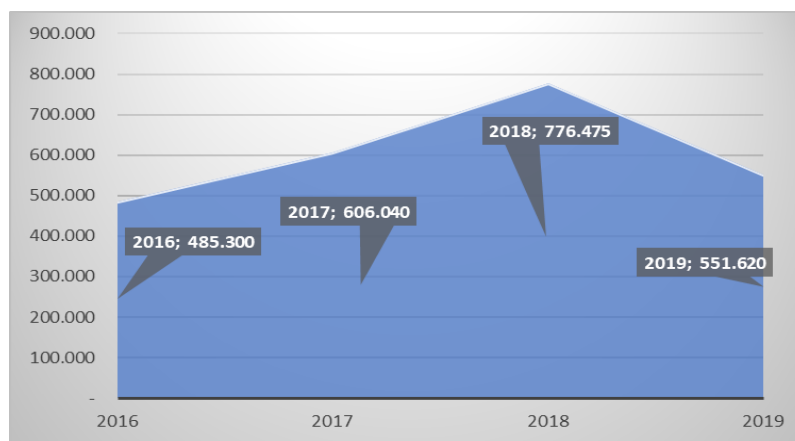


Figure 2. Data of Petroganik Production for the last 4 years

Source: Department of Production Partner Management – PT Petrokimia Gresik

According to the Retail Sales Department and the Distribution Department of PT Petrokimia Gresik, one of the reasons for the underachieving of the assigned target for 2019 was the delay of the product supply. Organic fertilizer is a means of agricultural input that is used during basic fertilization at the beginning of the planting season. If the planting time has passed, the farmer does not fertilize using organic fertilizers anymore.

The cooperative relationship between PT Petrokimia Gresik and Petroganik partners runs based on a production cooperation agreement. Within a period of one year, Petroganik partners entered into two cooperation agreements for Petroganik fertilizer production with PT Petrokimia Gresik. Each Petroganik partner must fulfill the demand set for one semester.

There was a difference in the amounts of the allocated and the actual products. In Semester I of 2019, there were only 54 Petroganik partners who could realize Petroganik production

target, more than 80 percent of the figure stated in the contract, higher than the production realization in Semester II of 2019.

In Semester II of 2019, there were only 41 Petroganik partners could realize production above 80 percent of the allocation. Table 3 shows the realization of Petroganik partners' production fulfillment in 2019 based on the production allocation set forth in the contract agreement agreed upon by both parties.

Table 1. Petroganik Partners' Production Realization in 2019

Period of Time	Number of partners who fulfill production contracts			Total
	0-50%	51-80%	81-100%	
Semester I	51	50	54	155
Semester II	79	35	41	155

Source: Department of Partner Production Management – PT Petrokimia Gresik

Several things, including communication, influence the non-achieved performance of Petroganik partners. So far, the communication established is perceived to be ineffective. Partners do not know when they should increase production capacity when sales of Petroganik fertilizer are high. The existing organizational support is seen to be less in helping Petroganik partners to work optimally. Support can be provided through training related to production activities, quality control, administrative records, promotional activities, and several other matters that have become problems facing Petroganik partners.

The program carried out by PT Petrokimia Gresik with Petroganik partners, known as relationship marketing, is the efforts to establish good and sustainable relationships with business customers consisting of 4 constituent groups, namely customers, employees, company partners (agents, dealers, suppliers), and members of the financial holding community such as shareholders (Kotler and Keller, 2006). Maintaining the quality of relationships with business partners, such as that carried out by PT Petrokimia Gresik, is believed to be able to increase the satisfaction of both parties regarding the existing business relationship (relationship satisfaction), mutual trust, and commitment between the two parties to maintain a sustainable business relationship (Cater & Cater 2010; Ruben, Paparoidamis, & Chung, 2015). Several previous studies found that customer trust and satisfaction in a business-to-business partnership relationship has a positive influence on customer loyalty (Jasnita & Miranda 2013; Russo, Confente, Gligor & Autry 2016; Williams, Ashill, Naumann, & Jackson 2015).

Although the relationship between relationship satisfaction, trust, commitment, and loyalty had been studied empirically, this research still needed to be done. The working relationship between Indonesian companies which serve the captive market and their suppliers had not been extensively studied, especially state-owned companies that had farmers as the last consumers. Farmers' awareness of quality organic fertilizers has driven the urgency of greater corporate attention to maintaining better relationships with their suppliers. The results of this study were expected to be able to provide input to the company about things that need to be done to create loyalty and quality relationships with its partners. Based on the background of the problems described above, it was considered necessary to conduct a study on the effect of relationship satisfaction, trust, and commitment between Petroganik partners and PT Petrokimia Gresik to create long-term business relationships through continuous improvement.

Based on the description above, the formulation of the problems that will be answered by this research has been compiled, namely:

1. Do the shared values between Petroganik partners and PT Petrokimia Gresik affect the relationship satisfaction of Petroganik partners with PT Petrokimia Gresik?
2. Do the relationship benefits perceived by Petroganik partners affect the relationship satisfaction of Petroganik partners with PT Petrokimia Gresik?
3. Does the communication made by PT Petrokimia and Petroganik partners affect the relationship satisfaction of Petroganik partners with PT Petrokimia Gresik?
4. Does PT Petrokimia Gresik's perceived organizational support affect the relationship satisfaction of Petroganik partners with PT Petrokimia Gresik?
5. Does the relationship satisfaction perceive by Petroganik partners with PT Petrokimia Gresik affect (a) trust, (b) commitment, and (c) Petroganik partner loyalty toward PT Petrokimia Gresik?
6. Does the trust of Petroganik partners affect (a) commitment and (b) loyalty of Petroganik partners toward PT Petrokimia Gresik?
7. Does the commitment of Petroganik partners to the cooperation relationship affect the loyalty of Petroganik partners toward PT Petrokimia Gresik?

2. Literature Review

Singh's (2015) study examined that service satisfaction, relational satisfaction, and commitment affect consumer loyalty toward logistics service users in India. Based on the results of interviews conducted with 254 logistic service users, it was found that the variable service satisfaction had the most dominant positive influence among the three other variables. In logistics services, customer loyalty is greatly influenced by customer satisfaction with the services provided by service providers. Another thing that influences is relational satisfaction. Both relational and service satisfaction will affect the commitment of logistic service users to establish long-term business relationships.

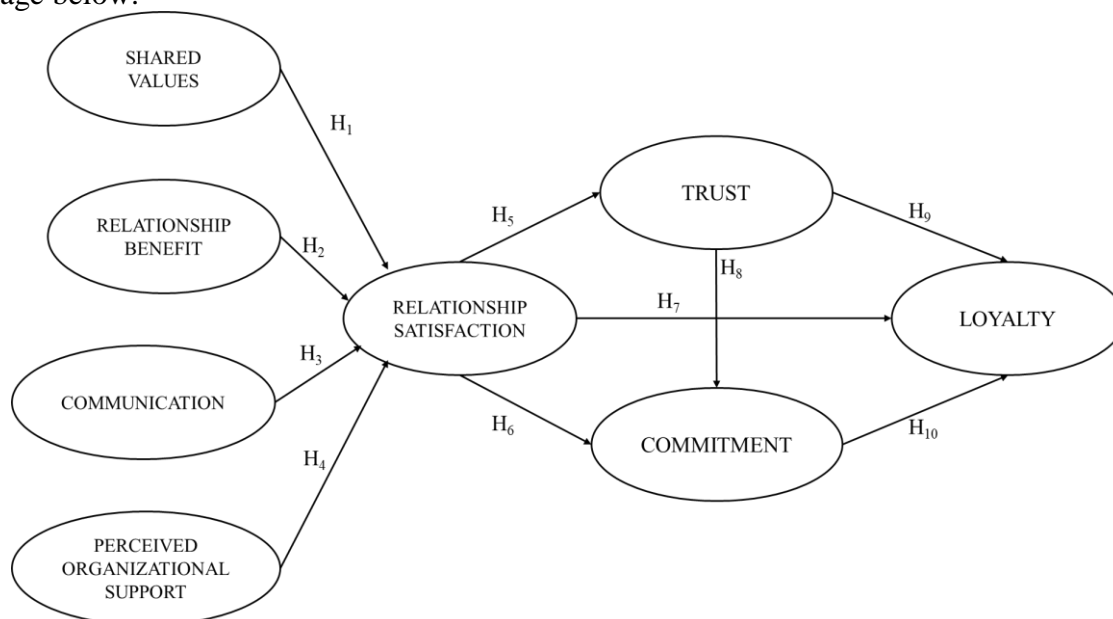
Mukherjee and Nath's (2007) study aimed to re-analyze relationship marketing theory, which showed that there is a positive relationship between commitment and trust in the context of online retail businesses. In the absence of direct interaction between sellers and buyers, researchers wanted to know how online retail sales sites gain trust and commitment from buyers and affect behavioral intention.

The survey instrument was carried out using email to two categories of online retail business service users, namely professionals and students. Of 3,143 surveys sent via email, as many as 651 respondents gave responses to be used as research data. The measurement scale in this study was a Likert scale of 1 - 5 (strongly disagree-strongly agree), analyzed using the Structural Equation Model (SEM).

The research results showed that communication and shared values are the main variables that shape customer trust. Meanwhile, the variables that have a positive effect on commitment are the relationship benefits and shared values.

Dagger and O'Brien's (2009) research examined the effect or impact of relationship benefits on customer perceptions of satisfaction, trust, commitment, and finally customer loyalty between novice and existing customers who had have experiences. Based on observations made on 376 service customers and 9 businesses in the service sector, it was found that there were significant differences between new customers and customers who had previous experience. The measurement scale in this study uses a Likert scale of 1-7 (strongly disagree-strongly agree) and the data was analyzed using the Structural Equation Model (SEM).

From the theoretical study described earlier, the framework in research is presented in the image below:



3. Method

This study used a quantitative approach, which emphasizes testing theories, processes, hypotheses, data analysis, and data conclusions until writing, by considering aspects of measurement, calculation, formula, and certainty of numerical data processed using statistical rules.

The information used in this study was obtained by a survey method. Surveys are used to gather information in the form of opinions from a large number of people on specific topics or issues.

The population in this study were companies registered as business partners of PT Petrokimia Gresik. Because the number of business partners who collaborate with PT Petrokimia Gresik was huge, to be more specific, the population that would be observed in this study was those associated with Petroganik fertilizer production activities.

In 2019, 155 business partners registered in the PT Petrokimia Gresik database were involved in producing Petroganik fertilizer. From this population, partners who met the criteria as research respondents would be selected.

The research sample was taken using a purposive sampling method. The number of sample or respondents observed in this study was 144 respondents who came from Petroganik partners in collaboration with PT Petrokimia Gresik and bound in a cooperation contract document for Petroganik fertilizer production.

The sample was selected based on the criteria for the period of cooperation that had existed between Petroganik partners and PT Petrokimia Gresik. Petroganik partners who had collaborated for at least 6 (six) months with PT Petrokimia Gresik became part of the population, selected as respondents. Of the total 155 partners registered in the vendor list of PT Petrokimia Gresik, 144 partners had worked together for at least (six) months.

The main instrument in this research is a questionnaire containing variables to be measured using a Likert scale. The measurement procedure is as follows:

- Respondents were asked to answer general questions used as the basis for whether or not the respondent falls within the criteria.

- Respondents were asked to agree or disagree with the statements submitted by the researchers based on their respective perceptions. The answer consisted of four choices, namely: Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS).
- Scoring: Strongly Agree (SS) until Strongly Disagree (STS) answers were given values sequentially decreasing from 4 to 1.

Data Analysis

Data analysis was performed using SmartPLS version 3.0 software running on computer media. PLS (Partial Least Square) is a variance-based structural equation analysis (SEM) that can test the measurement and the structural models simultaneously. The former is used to test the validity and reliability, while the latter is used to test the causality (hypothesis testing with predictive models). Furthermore, Ghazali (2006) explained that PLS is a soft modeling method of analysis because it does not assume that the data must be measured at a specific scale, which means that the number of samples can be small (under 100 samples). The fundamental difference of PLS, which is variant-based SEM from, covariance-based LISREL or AMOS is its intended use. Compared to covariance-based SEM (represented by AMOS, LISREL and EQS software), component-based PLS can avoid two major problems faced by covariance-based SEM, namely inadmissible solution and factor indeterminacy (Tenenhaus *et al.*, 2005).

There were several reasons why PLS was used in a study. In this study, these reasons were, first, it is a data analysis method based on the assumption that the sample does not have to be large, that is, the number of samples is less than 100 and analysis and residual distribution can be done. Secondly, it can be used to analyze a theory that is still considered weak because it can be used for prediction. Thirdly, it allows the algorithm to use series ordinary least square (OLS) analysis to obtain the efficiency of calculating the algorithm (Ghozali, 2006). Fourthly, in this approach, it is assumed that all variance measures can be used to explain.

4. Result and Discussion

General Description of the Research

Respondents in this study were Petroganik fertilizer production partners. Those who filled out the questionnaire were 144. The research data was distributed online via email to 144 Petroganik partners who collaborated with PT Petrokimia Gresik. Respondent characteristics were identified based on the duration of cooperation with PT Petrokimia Gresik, the location of Petroganik partner factories, and the realization of Petroganik Purchase Orders (PO) from PT Petrokimia Gresik. These characteristics were intended to determine the demographic description of Petroganik partners who were in a cooperation contract with PT Petrokimia Gresik in the last 6 (six) months. The following is a description of the characteristics of the respondents shown in the distribution table as follows:

Table 2. Distribution of Respondents by Factory Location

No	Partner Factory Location	Frequency	Percentage (%)
1	Jawa Timur	77	53
2	Jawa Tengah	41	28
3	DI Yogyakarta	6	4
4	Bali	2	1
5	Nusa Tenggara Barat	1	1
6	Sumatera Utara	4	3
7	Bengkulu	1	1
8	Sumatera Selatan	1	1
9	Lampung	7	5
10	Sulawesi Utara	1	1
11	Sulawesi Selatan	1	1
12	Kalimantan Barat	1	1
13	Kalimantan Selatan	1	1
Total		144	100

Source: Department of Partner Production Management – PT Petrokimia Gresik

In this study, the researchers used the structural equation modeling method - Partial Least Square using Smart PLS 3. SEM-PLS analysis will produce a model that describes the relationship between the variables in it. A structural model is said to be good and can be used in research if it meets the R-square and Q-Square criteria. According to Mindrajaya and Sumertajaya (2008), a structural model is said to be feasible if the Q-square value approaches the number one.

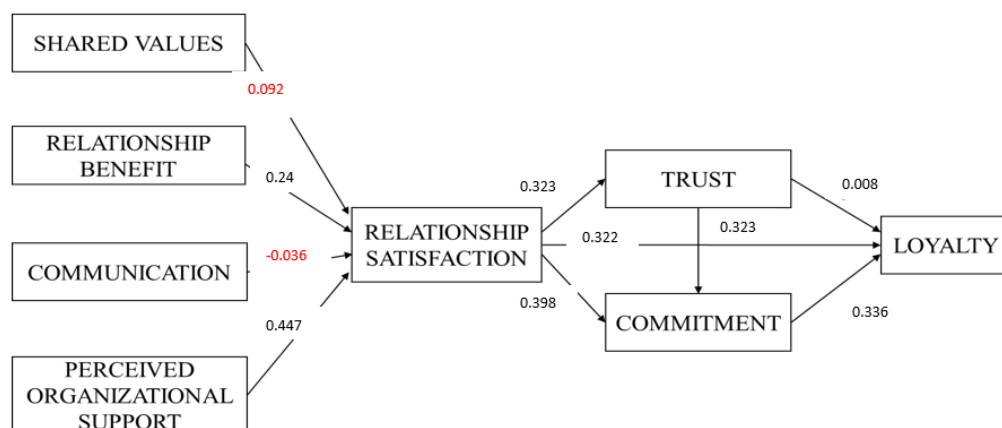
In the table above, it is known that the R-square structural model results are quite good. Furthermore, the structural model goodness test is measured by Q-square using a formula adopted from the research of Mindarjaya and Sumertajaya (2008) as follows:

$$Q^2 = 1 - ((1 - R_1^2) \times (1 - R_2^2) \times (1 - R_3^2) \times (1 - R_4^2))$$

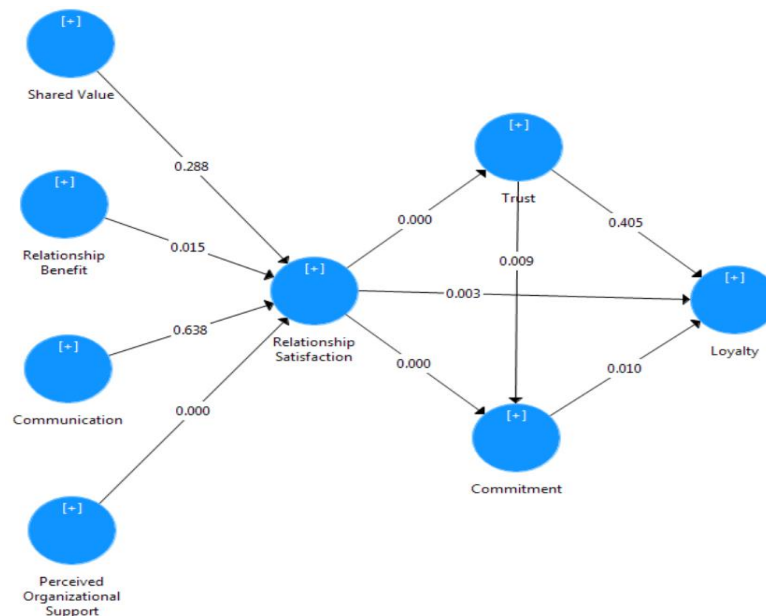
$$Q^2 = 1 - ((1 - 0.366) \times (1 - 0.104) \times (1 - 0.288) \times (1 - 0.368))$$

$$Q^2 = 0.743571366$$

Based on the calculation results, the Q-square value was 0.743, close to 1. Therefore, the inner model in this study, according to Mindarjaya and Sumertajaya (2008), was fit and could be used.



The following is the Smart PLS output



5. Conclusions

Based on the results and discussion in the previous section, the conclusions of this study are as follows:

1. Shared values have no significant effect on relationship satisfaction of Petroganik partners toward PT Petrokimia Gresik.
2. Relationship benefits have a significant effect on the relationship satisfaction of Petroganik partners toward PT Petrokimia Gresik.
3. Communication has no significant effect on the relationship satisfaction of Petroganik partners toward PT Petrokimia Gresik.
4. Perceived organizational support has a significant effect on the relationship satisfaction of Petroganik partners toward PT Petrokimia Gresik.
5. Relationship satisfaction has a significant effect on the trust of Petroganik partners in PT Petrokimia Gresik.
6. Relationship satisfaction has a significant effect on the commitment of Petroganik partners toward PT Petrokimia Gresik.
7. Relationship satisfaction has a significant effect on the loyalty of Petroganik partners toward PT Petrokimia Gresik.
8. Petroganik partners' trust has a significant effect on their commitment toward PT Petrokimia Gresik.
9. Petroganik partners' trust has no significant effect on Petroganik partners' loyalty to PT Petrokimia Gresik.
10. Petroganik partners' commitment to the cooperative relationship has a significant effect on their loyalty toward PT Petrokimia Gresik.

Based on the above conclusions, several suggestions for the company can be given as follows:

1. Managerial Advice

The results showed that the relationship benefits perceived by Petroganik partners had a positive effect on relationship satisfaction between them and PT Petrokimia Gresik.

Additional benefits in establishing a cooperative relationship with PT Petrokimia Gresik can be realized in the form of regular training by PT Petrokimia Gresik to increase partner knowledge on how to produce organic fertilizers that meet quality standards and spend efficient production costs so that the profits of the partners can increase.

Another benefit that can be given to partners is how PT Petrokimia Gresik helps them to get capital loans from banks more easily with lower interest charges. In this case, PT Petrokimia Gresik can become a guarantor (avalist) to convince the bank by paying the Petroganik products sold by the partners to PT Petrokimia Gresik through the partners' bank accounts, thus immediately deducting the partners' debt. In this condition, it is hoped that there will be no more partners having low performance because of the lack of capital to produce Petroganik fertilizers making them not to achieve the target.

This shows that the relationship between PT Petrokimia Gresik and partners is not only limited to buying and selling transactions between the two of them, but also in terms of knowledge improvement, marketing networks, and access to information that can help partners to carry out their obligations better.

The results of this study also indicated that organizational support perceived by partners has a positive effect on relationship satisfaction between Petroganik partners and PT Petrokimia Gresik. Organizational support can be done by assigning Production Partner Management Department staff to help partners who specifically encounter operational problems that cause them not to achieve optimal performance in accordance with the tasks given by PT Petrokimia Gresik.

Production Partner Management Department staff can be divided into smaller subsections, known as Petroganik Base Area staff, each of which has the obligation to supervise and assist partners' operations that are located close to each other. The Petroganik base area can be divided into 11 Base Areas including Base Area I which deals with partners in Banyuwangi, Bondowoso, Jember, Situbondo, Lumajang, and Probolinggo Regencies; Base Area II staff intensively engaged with partners in Blitar, Tulungagung, Kediri Districts; Base Area III staff intensively engaged with partners in Bangkalan, Sumenep, Gresik, Lamongan, and Tuban Regencies; Base Area IV staff intensively engaged with partners in Jombang, Mojokerto and Nganjuk Regencies; Base Area V staff engaged intensively with partners in Madiun, Magetan, Ngawi, Ponorogo, and Bojonegoro Regencies; Base Area VI staff intensively engaged with partners in Malang, Pasuruan, and Sidoarjo Regencies; Base Area VII staff intensively engaged with partners in Banyumas, Purbalingga, Brebes, Pekalongan, Pemalang, Tegal, and Kendal Regencies; Base Area VIII staff intensively engaged with partners in Magelang, Purworejo, Temanggung, Kebumen, Bantul, Gunung Kidul, Kulonprogo, and Sleman Regencies; Base Area IX staff intensively engaged with partners in Jepara, Pati, Kudus, Rembang, Blora, Demak, Grobogan, Salatiga, and Semarang Regencies; Base Area X staff intensively engaged with partners in Boyolali, Karanganyar, Klaten, Sragen, Sukoharjo, and Wonogiri Regencies, and; Base Area XI staff are intensively engaged with partners in Bangli, Tabanan, West Lombok, Pinrang, Sidrap, Manado, Kalimantan, and Sumatra.

The division of the Base Areas will make it easier for partners to carry out direct consultations and convey the latest information if they cannot fulfill their obligations due to the problems they face in the field. The division also facilitates PT Petrokimia Gresik to conduct supervision and visit to partner factories at a more efficient cost due to the division of adjacent partner factories in one Base Area.

The results of this study also indicate that partners' trust has a positive effect on their commitment to PT Petrokimia Gresik. To increase the trust, PT Petrokimia Gresik must be

able to meet the established standard operating procedures (SOP) and comply with the terms and conditions of the general agreement (SKUP) between PT Petrokimia Gresik and Petroganik partners.

If there are things that are difficult to be fulfilled by one or both of the parties, whether stated in the SOP or SKUP, it is better if the regulation is reviewed. For example, it is stated in the SOP that PT Petrokimia Gresik is obliged to collect Petroganik fertilizers from partners' factories with a maximum period of 1 (one) month after the issuance of a purchase order by PT Petrokimia Gresik to partners. However, in implementing fertilizer collection from partners' factories, PT Petrokimia Gresik exceeded the set time limit, potentially causing distrust of partners to PT Petrokimia Gresik. Moreover, the partners must bear the payment of interest expense on the capital they got from the banks to produce fertilizer, which is still stored in their warehouses while waiting for PT Petrokimia Gresik to pick up. Petroganik partners can only send invoices upon the Petroganik Purchase Order to PT Petrokimia Gresik when the fertilizers have been picked up by PT Petrokimia Gresik, with the purchase term of Free on Truck (FOT) on partners' warehouses.

Based on this, PT Petrokimia Gresik should regularly meet with partners to discuss technical matters that are deemed unable to comply with the articles contained in the SOP and SKUP. The orderly fulfillment of SOP and SKUP by the two parties can increase partners' trust in PT Petrokimia Gresik and their commitment to achieving better performance in fulfilling the obligation to produce Petroganik fertilizers under the quality standards set by PT Petrokimia Gresik.

2. Implications in Academics

Based on research written by Morgan and Hunt (1994) in the context of relationship marketing, trust in a brand or company image will affect loyalty because trust creates a reciprocal relationship with very high value. So it can be said that loyalty is a continuous process as a result of the formation of trust in the brand or company image.

This study showed different results because Petroganik partners' trust in PT Petrokimia Gresik does not have a significant effect on their loyalty to PT Petrokimia Gresik.

The results of this study can be used as a reference for those who wish to conduct similar or further research, especially regarding concepts or theories that support knowledge on shared values, relationship benefits, communication, perceived organizational support, relationship satisfaction, trust, and commitment and their effects on long-term business relationship loyalty in a business-to-business (B2B) relationship scheme.

Also, the researchers suggested things that can be done in further research by using different independent variables, including consumer behavior and behavioral intention, to obtain more accurate results regarding the influence of other variables on the loyalty of cooperative relationships in the business-to-business (B2B) relationship scheme.

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