

THE EFFECT OF RELATIONSHIP VALUE ON TRUST IN SUPPLIER AND BUYER RELATIONSHIPS IN SMEs

Subchat Untachai

Faculty of Management Science, Udon Thani Rajabhat University, Thailand

ABSTRACT

The research focused on an examination of the effect of value on trust in supplier and buyer relationships in SMEs in Thailand. It aimed to investigate the factors involved in trust, and also to develop a model of trust for these relationships. This research is embedded in a survey method. It included a pilot test using undergraduate business students at Udon Thani Rajabhat University for pre-testing questionnaire items. 390 simple-random samples were drawn from Thailand enterprises. Quantitative data was analyzed with statistical techniques such as exploratory factor analysis, confirmatory factor analysis and structural equation modeling. The results found from the study are that the model of trust in the supplier and buyer relationships includes trust, satisfaction, commitment, and relationship value dimensions. Trust is impacted by satisfaction which in turn is influenced by relationship value. The managerial implications are discussed.

Key Words: *Trust, Satisfaction, Commitment, Relationship Value, Mediation*

บทคัดย่อ

การวิจัยครั้งนี้มีจุดมุ่งหมายเพื่อกำหนดสาเหตุของความไว้วางใจในความสัมพันธ์ระหว่างผู้ขายปัจจัยการผลิตกับผู้ซื้อ โดยมีวัตถุประสงค์ของการวิจัย 2 ประการ คือ 1) เพื่อตรวจสอบองค์ประกอบของความไว้วางใจในความสัมพันธ์ระหว่างผู้ขายปัจจัยการผลิตกับผู้ซื้อสำหรับวิสาหกิจขนาดกลางและขนาดย่อม และ 2) เพื่อพัฒนาแบบจำลองของความไว้วางใจในความสัมพันธ์ระหว่างผู้ขายปัจจัยการผลิตกับผู้ซื้อสำหรับวิสาหกิจขนาดกลางและขนาดย่อม การศึกษานี้เป็นการวิจัยเชิงสำรวจ โดยทดสอบแบบสอบถามนำร่องกับนักศึกษาปริญญาตรี สาขาบริหารธุรกิจ เพื่อตรวจสอบความเชื่อมั่นของแบบสอบถามสำหรับใช้เก็บรวบรวมข้อมูลในภาคสนาม กลุ่มตัวอย่างเป็นผู้ประกอบการวิสาหกิจจำนวน 390 ตัวอย่าง เทคนิคสถิติที่ใช้วิเคราะห์ข้อมูล คือ การวิเคราะห์องค์ประกอบเชิงสำรวจ การวิเคราะห์องค์ประกอบเชิงยืนยัน และ โมเดลสมการโครงสร้างการศึกษาพบว่า องค์ประกอบของความไว้วางใจในความสัมพันธ์ระหว่างผู้ขายปัจจัยการผลิตกับผู้ซื้อสำหรับวิสาหกิจขนาดกลางและขนาดย่อมประกอบด้วย คุณค่าของความสัมพันธ์ ความผูกพัน ความพึงพอใจและความไว้วางใจ นอกจากนี้การศึกษานี้ยังพบว่า คุณค่าของความสัมพันธ์มีผลกระทบต่อความไว้วางใจโดยส่งผ่านความผูกพันและความพึงพอใจ

The author is Associate Professor in Marketing in the Master of Business Administration Programme, Faculty of Graduate Studies, Udon Thani Rajabhat University, Thailand. Email: suntacha@udru.ac.th

INTRODUCTION

A number of marketing scholars have investigated relationship marketing (Agariya & Singh, 2011; Das, 2009; Hunt & Arnett, 2006). Relationship marketing can be defined as all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges (Morgan & Hunt, 1994). Specifically, relationship marketing is defined as the process of understanding and managing partner relationships by delivering superior customer value, service, and satisfaction (Webster, 1992; Agariya & Singh, 2011). Subsequently, the relationship marketing orientation was said to consist of trust, satisfaction, bonding, communication, shared value, empathy, and reciprocity (Palmatier, 2006; Sin et al., 2005). Trust has played an important role in the formulating the relationship marketing construct (Akrouf et al., 2016). It involves a belief that the exchange partner will act in the best interest of the other partner (Ulaga & Eggert 2006). Also, trust is a multidimensional measurement. It is a relational form, not only social capital and economic capital. It also affects firm performance (Shi et al., 2015). For example, Zhang and Huo (2013) suggested that dependence and trust have impacted on supply chain integration and financial performance. Similarly, empirical research pointed out that trust in supply chain relationship can be significantly improved by effective communication and by positive past collaboration (Fischer, 2013). Additionally, trust influenced inter-organizational knowledge sharing (Cheng et al., 2008; Ferro et al., 2016). Moreover, Ferro et al. (2016) indicated that trust is often integrated with satisfaction and commitment in the inter-organizational area (Athanasopoulou, 2009). Accordingly, Ha et al. (2016) noted that economic satisfaction and non-economic satisfaction precede trust. Nevertheless, there has been no consensus on how trust is positioned in the nomological network with satisfaction and commitment (Ferro et al., 2016). Therefore, the objective of this paper is to test a research model in which satisfaction and commitment are mediators between relationship value and trust. Particularly, this paper aims to make a twofold contribution to existing theory and research. First, it tests the direct relationship between relationship value and trust in supplier-buyer relationships. Second, it tests the mediating effect of satisfaction and commitment between relationship value and trust in these relationships.

This research report is separated into seven sections. Section 2 presents the existing literature review in the trust and marketing field. Section 3 explains how the research hypotheses were developed for this study. In section 4, the research methodology is presented. This is followed by the findings and results, and a critical analysis of relationship among the main constructs, including value, commitment, satisfaction and trust in section 5. This research model is discussed in section 6. Finally, section 7 presents a conclusion, with recommendations for future research.

THE ANTECEDENTS OF TRUST

Trust has been studied for 30 years and continues to attract the interest of marketing scholars (Akrouf et al., 2016). Early work by Anderson and Narus (1990) shows the role of communication in partnership for the formation of cooperation and trust. Another study of the topic by Morgan and Hunt (1994) asserts that trust and commitment are most important components of relationship marketing. Hennig-Thurau et al. (2002) asserted that commitment, satisfaction, confidence benefit or trust, and social benefit have affected customer loyalty, as well as the mediators of satisfaction and commitment on the effect of trust/social benefit on loyalty and word-of-mouth. Relationship quality can be regarded as a metaconstruct composed of several key components which reflect the overall nature of relationships between companies and consumers. The three core variables (trust, satisfaction, and commitment) are treated as interrelated rather than independent (Athanasopoulou, 2009). In another study, Young (2006) argued that trust is comprised of emotional and assessment aspects. Trust included ability, benevolence, and integrity constructs. Aslo, Svensson (2004) indicated that dependence has been affected trust. As trust is based on dependability, honesty, competence, customer orientation and friendliness. Also, dependence is comprised of technical, time, knowledge, social, economic, market and information technology. The latest research (Ha et al., 2016; Hoffmann et al., 2010; Hausman & Johnston, 2010) shows that value, satisfaction and trust are associated in cooperation.

Satisfaction

Satisfaction is a positive affective state resulting from the evaluation of all aspects of a firm's working relationship with another firm (Anderson & Narus, 1990; Ganesan, 1994). Geyskens et al. (1999) noted that a buyer's satisfaction with delivered products and services not only affect the buyer's decision to continue a relationship, but also conversely decrease the likelihood of exit from the relationship. For confirmation/disconfirmation theory, when a buyer is satisfied with a supplier this also means that she/he knows that the supplier is able to deliver what is expected (Hutchinson & Sing, 2011). Various studies locate satisfaction as the outcome of trust and commitment, while other studies show the satisfaction precedes trust and commitment (Ferro et al., 2016).

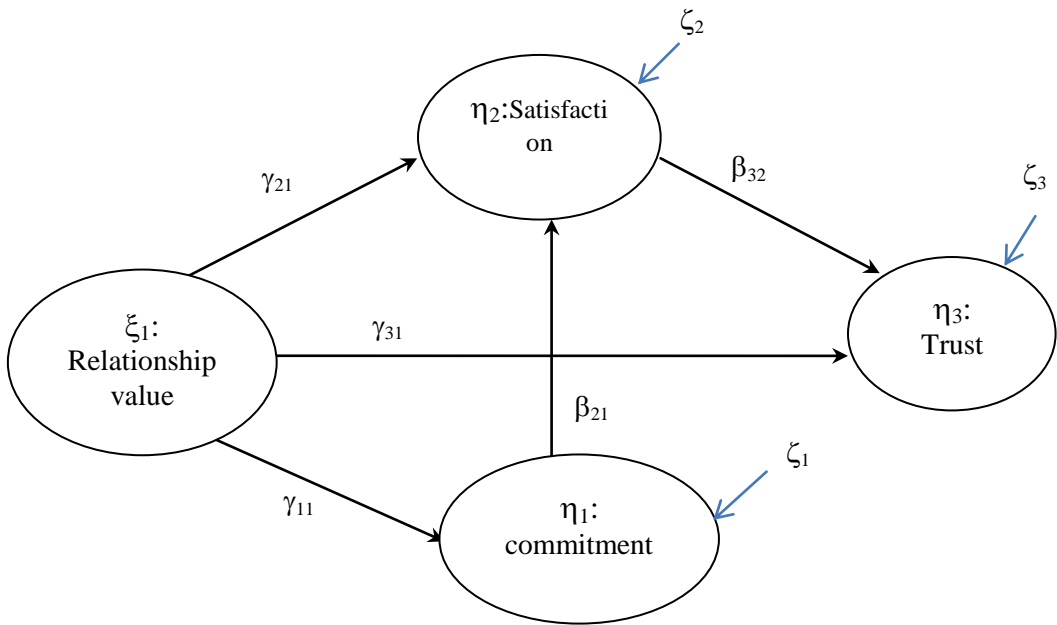
Commitment

Commitment is related to the belief of a partner that the relationship is so important as to warrant maximum efforts to maintain it (Morgan & Hunt, 1994). This commitment entails confidence in the stability of the relationship (Anderson & Weitz, 1992; Ferro et al., 2016). Commitment is an implicit or explicit pledge to continue a relationship (Dwyer et al., 1987). Commitment means a firm is willing to make short-term sacrifices to maintain that relationship (Anderson &

Weitz, 1992; Jiang et al., 2011). Morgan and Hunt (1994) argued that as commitment entails vulnerability, committed buyers will aim to seek trustworthy supplier to reduce opportunistic behavior.

Based on this review of the literature relating to trust in supplier and buyer relationships, eleven related trust attributes were selected for inclusion in the survey questionnaire that was used to gather information for this study. Also, the author proposes the following trust model (Figure 1), which is a visual presentation of the trust model.

Figure 1: The Trust Model



This trust model can be expressed as:

$$\eta = B\eta + \Gamma\xi + \zeta$$

Where η is a vector of commitment, satisfaction, and trust, and B is a 3×3 matrix of pattern coefficients relating among commitment, satisfaction, and trust constructs; ξ is a 1×1 vector of relationship value; Γ is a 3×1 matrix of pattern coefficients relating the relationship value to commitment, satisfaction, and trust constructs; and ζ is a 3×1 vector of error among commitment, satisfaction, and trust, and B is a 3×3 matrix of pattern coefficients relating commitment, satisfaction, and trust constructs.

CONCEPTUAL MODEL AND HYPOTHESES

Effects of the relationship value on trust

The purpose of this study is to investigate the antecedents of trust in the supplier-buyer relationships. There have been a number of researches on the effect of value on trust this relationship. Selnes (1998) suggested that trust plays an important role in inducing the quality, value, commitment, honest, empathy, reciprocity and competence provided by the supplier-buyer relationship in supply chain partners (Sin et al., 2005; Agariya & Singh, 2011). Similarly, the study by Zhang and Huo (2013) suggested that dependence and trust have impacted on supply chain integration and financial performance. Trust is a mediator between dependence and supply chain integration. Additionally, Gil-Saura and Frascquet-Deltoro (2009) suggested that relationship value has an effect on loyalty through trust, commitment and satisfaction in B2B relationships (Hutchinson et al., 2011). In addition, Doney et al. (2007)'s study of trust in the B2B context suggested that perceived value, service quality, communication and customer orientation satisfaction, competence are the determinants of trust and commitment in global B2B services (Theron et al., 2011). Moreover, Aurier and N'Goala (2010) argued that value has an effect on satisfaction, trust and commitment. Given the literature review, thus the following hypothesis is postulated:

H_{1a,b,c}: The relationship value positively affects commitment, satisfaction and trust in the supplier and buyer relationship .

Effects of satisfaction on trust

There have been empirical studies on the effects of satisfaction, and commitment on trust. Furthermore, several studies indicated that satisfaction has a critical impact on future purchase or loyalty in the supplier-buyer relationship. The relationship quality is a higher-order construct of trust and commitment (Hibbard et al., 2001), and satisfaction (Walter et al., 2003). Likewise, Jiang et al. (2016) asserted that the relationship quality scale encompassed communication (C), long-term orientation (LO) and social and economic satisfaction (SES). It is called CLOSES. In addition, it has been shown that satisfaction, loyalty, quality, commitment, trust, and perceived value are the causes of word-of-mouth activity (Hennig-Thurau et al., 2002). Another study on the topic by Geyskens et al. (1999) has shown that satisfaction is related to trust and commitment in marketing channel relationships. Jiang et al. (2011) argued that trust and dependence are the antecedents of satisfaction, communication, commitment, and long-term relations. Thus, this study proposes the following hypothesis:

H₂: The buyer's satisfaction with the relationship has positive effects on the buyer's trust in the supplier (see Figure 1).

H₃: The buyer's commitment to the relationship has positive effects on the buyer's satisfaction in the supplier (see Figure 1).

Mediating the effect of satisfaction and commitment

The author has extended the literature by raising the suggestion that satisfaction and commitment are antecedent to trust, and that these also mediate the relationship between relationship value and trust (Ha et al., 2016). This proposition was formed based on evidence from the previous studies that the relationship value is the predictor of both commitment and satisfaction (Theron et al., 2011; Doney et al., 2007). On this point, the author assumed that relationship value has impacted on trust directly, and also indirectly through satisfaction and commitment. Based on this rationale, the following hypothesis is proposed:

H₄: The relationship between relationship value and trust is mediated by satisfaction and commitment.

METHODOLOGY

The Sample and Data Collection

The research mainly involves a survey design. It includes a pilot test using undergraduate business students at Udon Thani Rajabhat University, for pretesting questionnaire items. In addition, this investigation into value relationship, commitment, satisfaction, trust attributes necessitates uncovering variables of interest and this involves a large-scale field study. The sample was drawn from a list of the SMEs, Thailand. From the initial list of 6,467 SMEs, a sample of 500 was randomly drawn.

The data was collected via personal questionnaires. Respondents were asked to rate, on a five-point Likert scale, their agreement or disagreement with the supplier and buyer relationship dimensions. In November 2014, 400 questionnaires were distributed to 400 samples. There were 390 completed questionnaires. The response rate of 92% was high.

Developing a measure

The author developed measurement items following the process recommended by Churchill (1979) and Gerbing and Anderson (1988). All variables were measured by a well established five-point scale (1 = strongly disagree, and 5 = strongly agree). The measurement consisted of four components: relationship value, commitment, satisfaction, and trust, in the supplier-buyer relationship.

The process of developing the measurement scale consisted of four stages. First, the 57 items and 10 dimensions were generated from previously developed scales (Laequddin et al., 2010; Ryu et al., 2008; Ulaga & Eggert, 2006). Then 48 items were selected from the item pool based on the criteria of uniqueness and the

ability to convey different meanings to respondents through content and face validity tests. Second, the 48 selected items were submitted to the review of three academic experts in the field of retailing and service management. They were asked to review the survey for domain representativeness, item specificity, clarity of construct, and readability i.e. content and face validity. Drawing on their inputs, 12 items were eliminated, and five items were added. Third, the resultant survey instrument was pre-tested with 10 graduate students at the Udon Thani Rajabhat University, Thailand (Untachai, 2014). They were asked to complete a survey and indicate any ambiguity or other difficulties they experienced in responding to the items. Their feedback and suggestions were used to modify the questionnaire. These completed responses were also analyzed with SPSS. An exploratory factor analysis using Varimax rotation and Principal Component Extraction indicated that 18 items load on expected factors with loading weights ranging from 0.55 to 0.88. Construct reliability tests with Cronbach's Alpha also yielded satisfactory results, ranging from 0.72 to 0.89. Finally, item purification was done with confirmatory factor analysis using LISREL 8.30. After the iterative process of item refinement and purification, a battery of items was reduced to the final set of 11 items to measure the four proposed integration-related constructs of relationship value, commitment, satisfaction, and trust. Furthermore, the 11 structured items were anchored strongly.

Table 1: Properties of the CFA for the Supplier and Buyer Relationship

Items	Std.loadings	t-value	CR	AVE	R-square	Cronbach's Alpha
Trust			0.79	0.62		0.72
Our organization can count on this supplier to be sincere	0.82	-			.61	
When making important decisions, this supplier is concerned about our welfare	0.78	9.96			.63	
We havemore coordination efforts	0.42	5.50			.18	
Satisfaction			0.83	0.63		0.79
Compared to our ideal, we are very satisfied with the performance of this supplier	0.76	-			.57	
With reference to our expectations, we are very satisfied with this supplier	0.79	10.87			.62	
We want to remain a member of this supplier's network because we genuinely enjoy our relationship with them	0.83	11.36			.69	
Commitment			0.65	0.69		0.89
Supplier tailor-makes its products to our need	0.83	-			.68	
Supplier is flexible when our product offering is changed	0.91	14.45			.28	
Supplier provides the buyer with better product reliability	0.76	11.93			.58	
Relationship value			0.81	0.68		0.73
We gain more in our relationship with the supplier	0.83	-			.68	
The buyer working with the supplier is of more personal value	0.83	10.98			.67	

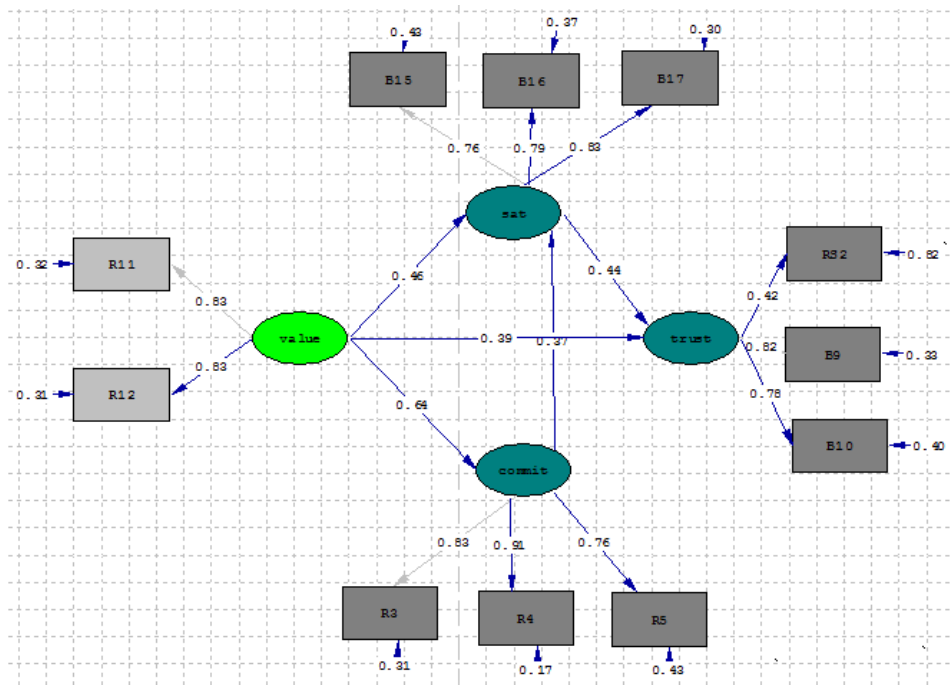
Scale Validity

Confirmatory factor analysis was employed to evaluate the model fit of the measurement model. The model is a close fit to the data at χ^2 (38) value of 70.11 ($P < 0.0012$). However, the ratio of Chi-square and degree of freedom is 1.84 (70.11/38), GFI of 0.94, AGFI of 0.90, CFI of 0.99, SRMR of 0.04 and RMSEA of 0.06. Therefore, the model is acceptable (Bagozzi & Yi, 1988; Bentler, 1990). Cronbach's coefficient α was used to assess the internal reliability of the extracted factors. The cutoff value adopted was 0.7 (see Table 1). Besides this reliability test, the convergent validity was demonstrated when different instruments were used to measure the same construct; scores from these different instruments are strongly correlated (Untachai & Sripathara, 2015). The convergent validity can be assessed by reviewing the *t*-test for the factor loadings (greater than twice their standard error) (Anderson & Gerbing, 1988). The *t*-test for each indicator loading is shown in Table 1. The result was that the construct demonstrates a high convergent validity because all *t*-values (e.g. between 5.50 to 11.93) are significant at the .01 levels. As indicated by the statistics presented in Table 2, the scales illustrate sound internal consistency and reliability.

RESULTS

The structural model was used to test hypotheses H_1 , H_2 , H_3 and H_4 (see Figure 2). For evaluating the structural model, this paper examined $\chi^2 = 70.16$; significance 0.00161; $df = 39$; SRMR = 0.04; NFI = 0.97; NNFI = 0.98; CFI = 0.99; GFI = 0.94; AGFI = 0.90; RMSEA = 0.063. Therefore, the trust model is acceptable (Hu and Bentler, 1999; Bentler, 1990).

Figure 2: The Estimated Trust Model



Effects of value on commitment, satisfaction and trust

The results of the hypothesis testing are provided in Table 2, along with parameter estimates, their corresponding t values, and the fit statistics. As shown in Table 2, H_{1a} , H_{1b} , H_{1c} , H_2 and H_3 are supported. Specifically, H_{1a} , H_{1b} and H_{1c} suggested that there are effects of value on commitment, satisfaction and trust in the supplier-buyer relationships in SMEs ($\gamma_{11} = 0.46$, $p < 0.01$; $\gamma_{21} = 0.46$, $p < 0.01$, $\gamma_{31} = 0.39$, $p < 0.01$). Additionally, H_2 suggested that there is an effect of commitment on satisfaction in the supplier-buyer relationships ($\beta_{21} = 0.37$, $p < 0.01$). Moreover, H_3 shows that satisfaction has affected trust in the supplier-buyer relationships ($\beta_{32} = 0.44$, $p < 0.01$).

Table 2: Hypotheses Testing for the Trust Model

Hypothesized Paths	Std Coefficients	t	p-value
H_{1a} : relationship value \rightarrow commitment	0.64	7.62	0.01
H_{1b} : relationship value \rightarrow satisfaction	0.46	4.56	0.01
H_{1c} : relationship value \rightarrow trust	0.39	3.47	0.01
H_2 : commitment \rightarrow satisfaction	0.37	3.47	0.01
H_3 : satisfaction \rightarrow trust	0.44	4.00	0.01

On the basis of these findings, the author concluded that satisfaction and commitment do play significant mediating roles in trust within the supplier-buyer relationship in the SME sector. To further validate the model, we tested for mediation effects by applying the recommendations of Zhao et al. (2010), which posit that the key condition in showing mediation is that the indirect effect is significant.

Mediating the effect of commitment and satisfaction

To assess the mediating effect of commitment and satisfaction, the paper employed bootstrapping procedures, which facilitate an exploration of mediation in the association between the focal independent variable (e.g. relationship value) and dependent variable (e.g. trust). Thus, the 5,000 bootstrap samples at the 95% confidence level was employed.

Table 3 illustrates the estimated specific mediation effects with their BC bootstrap confidence intervals. It is shown that the 95% BC confidence interval for the mediation effect $\gamma_{21}\beta_{32}$ and $\gamma_{11}\beta_{21}\beta_{32}$ do not contain zero (Lower 2.5% limit = 0.073, 0.029; Upper 2.5% limit = 0.366, 0.233), which indicates that the mediation effect is significantly different from zero (Lau & Cheung, 2012). Thus, these supported H_4 . The buyers' relationship value had indirectly affected their trust. Additionally, the value was influencing trust of enhancing satisfaction and commitment in the supplier-buyer relationship context. Hence, the mediating effect from the relationship value via satisfaction and commitment is significantly different from zero.

Table 3: The Bias-Corrected Confidence Intervals for Specific Mediation Effects of the Trust Model

	confidence intervals of total, total indirect, specific indirect, and direct effects						
Effects from relationship value to trust	Lower 0.5%	Lower 2.5%	Lower 5%	Estimate	Upper 5%	Upper 2.5%	Upper 0.5%
Sum of indirect	0.066	0.110	0.142	0.273	0.457	0.497	0.582
Specific indirect Trust Satisfaction Relationship value	0.046	0.073	0.085	0.181	0.333	0.366	0.438
Trust Satisfaction Commitment Relationship value	0.015	0.029	0.037	0.092	0.201	0.233	0.278

DISCUSSION

This paper aimed to develop and empirically test the conceptual framework to learn how partners judge their trust of the SME supplier-buyer relationship in Thailand. It has shown that satisfaction and commitment mediates the association of buyer value and trust. This finding could confirm the research of Ha et al., 2016, Hoffmann et al., 2010; Hausman and Johnston (2010). The result was that the hypotheses are more likely supported. There were positive linkages between the relationship value, satisfaction, commitment and trust in the supplier-buyer relationship. Thus, these hypotheses confirmed the results of Ulaga and Eggert (2006), Doney et al. (2007), and Aurier and N'Goala (2010). One explanation for the findings may be that, the relationship value is a core driver that affects the evaluation of trust (e.g., Eggert & Ulaga, 2006). For example, Gil-Saura and Frasset-Deltoro (2009) suggested that relationship value has an effect on loyalty through trust, commitment and satisfaction in B2B relationships.

There were positive linkages between satisfaction and trust in the supplier-buyer relationships in Thailand. The findings were consistent with the works of Theron et al. (2011), and Ganesan (1994) that satisfaction has an effect on credibility and benevolence trust. Also, the indirect effect of satisfaction and commitment through the linkage of relationship value and trust, was greater than the direct effect of the relationship value. This finding was also consistent in the work of Ha et al. (2016) and Selens (1998) that commitment has an indirect effect on trust through satisfaction. However, the research finds have contradicted some previous studies. Del Bosque Rodriguez et al. (2006) for instance, argue that there have been direct effects of communication on non-economic satisfaction, and indirect effect on satisfaction through trust and commitment. Also, Jiang et al. (2011) asserted that trust and dependence have effects on satisfaction in the supplier relationship context (Bigne and Blesa, 2003).

CONCLUSION AND RECOMMENDATION

The purpose of this study is to test the mediating role of satisfaction and commitment in the supplier-buyer relationships in Thailand. This paper argued that there was an effect of relationship value on trust in buyer-seller relationships through satisfaction and commitment. Also, trust, satisfaction and commitment are the reflective constructs of the relationship quality. The current study contributes to positioning satisfaction and commitment differently in relation to trust in previous studies (Ferro et al., 2016).

Research implications

The findings of this study suggested that the relationship value is positively related to not only commitment and satisfaction but also trust. In the theoretical view, this study refined the linkages among relationship value, commitment, satisfaction, and trust in the supplier-buyer relationship. The previous studies addressed satisfaction as the predictor of trust. This paper, however, extended the literature by suggesting that the relationship between relationship value and trust is mediated by satisfaction and commitment. Trust is the most important element of marketing relationship strategies for inducing more buyer commitment and satisfaction. It is also a critical factor for satisfaction that positively influences trust (Nath & Mukherjee, 2012).

Managerial implications

As in the previous studies, this paper has shown the importance of commitment and satisfaction in the supplier-buyer relationship. Both variables play a key role in building the relational atmosphere of an evolution of trust (del Bosque Rodriguez et al., 2006). Similarly, commitment has indirect effect on trust through satisfaction. In addition, the results assert that satisfaction makes an important contribution to explain trust in the supplier-buyer relationship. Consequently, the supplier should show its competence in operations by developing actions that enhance the buyer's commitment and satisfaction. Previous studies revealed that economic satisfaction has positive effect on the levels of trust and commitment (Ferro et al., 2016; del Bosque Rodriguez et al., 2006).

Limitations and future study

Although this paper has provided relevant and interesting insights into the understanding of the effect of relationship value on trust through commitment and satisfaction in the supplier-buyer relationship, it should be clearly recognized that there are limitations pertaining to this study. The main limitations are the perspective adopted, the cross-section research used, and the characteristics of the service and production industrial sectors. Another major limitation is the non-inclusion of other variables characteristic of the supplier-buyer relationship. In

this respect, it would be valuable for the future research to develop a time-series database and testing of trust in a structural relationship within a longitudinal framework which would provide more insight into the probable causation. Additionally, it would be interesting for future research to focus on analysis of the effect that could be generated by other variables, such as communication, dependence, service quality, or conflict. These variables would enhance explanations of the antecedents of trust postulated in this paper.

REFERENCES

- Agariya, K.A., & Singh, D. (2011). What really defines relationship marketing? A review of definitions and general and sector-specific defining constructs. *Journal of Relationship Marketing, 10*, 203-237.
- Akrouf, H., Diallo, M.F., Akrouf, W., & Chandon, J-L. (2016). Affective trust in buyer-seller relationships: a two-dimensional scale. *Journal of Business & Industrial Marketing, 31*(2), 260-273.
- Anderson, E., & Weitz, B. (1992). The use of pledges to build and sustain commitment in distribution channels. *Journal of Marketing Research, 29*(1), 18-34.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: a review and recommended two-step approach. *Psychological Bulletin, 103*(3), 411-423.
- Anderson, J.C., & Narus, J.A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing, 54*(1), 42-58.
- Athanasopoulou, P. (2009). Relationship quality: A critical literature review and research agenda. *European Journal of Marketing, 43*(5/6), 583-610.
- Aurier, P., & N'Goala, G. (2010). The differing mediating roles of trust and relationship commitment in service relationship maintenance and development. *Journal of the Academy of Marketing Science, 38*, 303-325.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of Academy of Marketing Science, 16*, 74-94.
- Bentler, P. M. (1990). Comparative Fit Indexes in structural models. *Psychological Bulletin, 107*(2), 238-246.
- Bigne, E., & Blesa, A. (2003). Market orientation, trust and satisfaction in dyadic relationships: A manufacturer-retailer analysis. *International Journal of Retailing & Distribution Management, 31*(11), 574-590.
- Caceres, R.C., & Paparoidamis, N.G. (2007). Service quality, relationship satisfaction, trust, commitment and business-to-business loyalty. *European Journal of Marketing, 41*(7/8), 836-867.

- Cheng, J-H., Yeh, C-H., & Tu, C-W. (2008). Trust and knowledge sharing in green supply chains. *Supply Chain Management: An International Journal*, 13(4), 283-295.
- Churchill, G. A. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing*, 16(February), 64-73.
- Das, K. (2009). Relationship marketing research (1994-2006): an academic literature review and classification. *Marketing Intelligence & Planning*, 27(3), 326-363.
- Del Bosque Rodriguez, I.R., Agudo, J.C., & Martin Gutierrez, H.S. (2006). Determinants of economic and social satisfaction in manufacturer-distributor relationship. *Industrial Marketing Management*, 35, 666-675.
- Doney, P.M., Barry, J.M., & Abratt, R. (2007). Trust determinants and outcomes in global B2B services. *European Journal of Marketing*, 41(9/10), 1096-1116.
- Dwyer, F.R., Schurr, P.H. & Oh, S. (1987). Developing buyer-seller relationship. *Journal of Marketing*, 51(2), 11-27.
- Eggert, A., & Ulaga, W. (2006). Value creation in the relationship life cycle: A quasi-longitudinal analysis. *Industrial Marketing Management*, 35, 20-27.
- Ferro, C., Padin, C., Svensson, G., & Payan, J. (2016). Trust and commitment as mediators between economic and non-economic satisfaction in manufacturer-supplier relationships. *Journal of Business & Industrial Marketing*, 31(1), 13-23.
- Fischer, C. (2013). Trust & communication in European agri-food chains. *Supply Chain Management: An International Journal*, 18(2), 208-218.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(February), 39-50.
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationship. *Journal of Marketing*, 58(1), 1-19.
- Gerbing, D.W., & Anderson, J.C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of Marketing Research*, 25(May), 186-192.
- Geyskens, I., Steenkamp, J-B., & Kumar, N. (1999). A meta-analysis of satisfaction in marketing channel relationship. *Journal of Marketing Research*, 36(2), 223-238.
- Gil-Saura, I., & Frasquet-Deltoro, M. (2009). The value of B2B relationships. *Industrial Management & Data System*, 109(5), 593-609.
- Ha, H-Y, Lee, M-S., & Janda, S. (2015). Effects of economic and social satisfaction on partner trust: An investigation of temporal carryover effects. *European Journal of Marketing*, 50(1/2), 100-123.

- Heide, J.B. (1994). Interorganisational governance in marketing channels. *Journal of Marketing*, 68 (January), 71-85.
- Hennig-Thurau, T., Gwinner, K.P., & Gremler, D.D. (2002). Understanding relationship marketing outcomes: An integration of relational benefit and relationship quality. *Journal of Service Research*, 4(3), 230-247.
- Hibbard, J.D., Kumar, N., & Stern, L.W. (2001). Examining the impact of destructive acts in marketing channel relationships. *Journal of Marketing Research*, 30(4), 339-351.
- Hu, Li-tze., & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6, 1-55.
- Hunt, S.D., & Arnett, D.B. (2006). The explanatory foundations of relationship marketing theory. *Journal of Business & Industrial Marketing*, 21(2), 72-87.
- Hutchinson, D., & Sing, J. (2011). Antecedents and postcedentsos satisfaction in business relationships in Canada. *International Journal of Logistics Economics and Globalisation*, 3(4), 189-209.
- Hutchinson, D., Wellington, W.J., Saad, M., & Cox, P. (2011). Refining value-based differentiation in business relationships: A study of the higher order relationship building blocks that influence behavioral intentions. *Industrial Marketing Management*, 40, 457-478.
- Jiang, Z., Henneberg, S.C., & Naude, P. (2011). Supplier relationship management in the construction industry: The effects of trust and dependence. *Journal of Business & Industrial Marketing*, 27(1), 3-15.
- Jiang, Z., Shiu, E., Henneberg, S.C., & Naude, P. (2013). Operationalizing trust, reliance, and dependence in business relationships: responding to the ongoing naming and cross-level problems. *Journal of Business- to-Business Marketing*, 20, 193-225.
- Jiang, Z., Shiu, E., Henneberg, S.C., & Naude, P. (2016). Relationship quality in business relationships: reviewing the current literatures and proposing a new measurement model. *Psychology & Marketing*, 33(40), 397-313.
- Joreskog, K. G., & Sorbom, D. (1996). *LISREL8: User's reference guide*. Chicago: Scientific Software international.
- Kim, P.H., Dirks, K.T., & Cooper, Y.D. (2009). The repair of trust: A dynamic bilateral perspective and multilevel conceptualization. *Academy of Management Review*, 34(3), 401-422.
- Laequdd, M., Sahay, B.S., Sahay, V., & Waheed, K.A. (2010). Measuring trust in supply chain partners' relationships. *Measuring Business Excellence*, 14(3), 53-69.
- Lau, R.S., & Cheung, G.W. (2012). Estimating and comparing specific mediation effects in complex latent variable models. *Organizational Research Methods*, 13, 1-14.

- Liu, Y., Tao, L., Li, Y., & El-Ansary, A.I. (2008). The impact of a distributor's trust in a supplier and use of control mechanisms on relational value creation in marketing channels". *Journal of Business-to-Business Marketing*, 23(1), 12-22.
- Morgan, R.M., & Hunt, S.D. (1994). The commitment-trust theory of relationship marketing". *Journal of Marketing*, 58 (July), 20-38
- Nath, P., & Mukherjee, A. (2012). Complementary effects of relational bonds in information asymmetry context. *Journal of Services Marketing*, 26(3), 168-180.
- Palmatier, R.W., Dant, R.P., Grewal, D. & Evans, K.R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70, 136-153.
- Rampersad, G., Quester, P., & Troshani, I. (2010). Examining network factors: Commitment, trust, coordination and harmony. *Journal of Business & Industrial Marketing*, 25(7), 487-500.
- Ryu, S., Min, S., & Zushi, N. (2008). The moderating role of trust in manufacturer-supplier relationships. *Journal of Business & Industrial Marketing*, 23(1), 48-58.
- Selnes, F. (1998). Effects of economic and social satisfaction on partner trust: An investigation of temporal carryover effects. *European Journal of Marketing*, 50(1/2), 100-123.
- Shi, H.X., Shepherd, D.M., & Schmidts, T. (2015). Social capital in entrepreneurial family businesses: The role of trust. *International Journal of Entrepreneurial Behavior & Research*, 21(6), 814-841.
- Sin, L, Tse, A., Yau, O.H.M., Chow, R.P.M., Lee, J.S.Y., & Lau, L.B.Y. (2005). Relationship marketing orientation: Scale development and cross-cultural validation. *Journal of Business Research*, 58, 185-194.
- Svensson, G. (2004). Vulnerability in business relationships: The gap between dependence and trust. *Journal of Business & Industrial Marketing*, 19(7), 469-483.
- Tejpa, G. (2013). Trust among supply chain: A review. *Measuring Business Excellence*, 17(1), 51-71.
- Theron, E., Terblanche, N., & Boshoff, C. (2011). The antecedents of trust in business-to-business financial service. *Journal of Business-to-Business Marketing*, 18, 188-213.
- Uлага, W., & Eggert, A. (2006). Relationship value and relationship quality: broadening the nomological network of business-to-business relationships. *European Journal of Marketing*, 40(3/4), 311-327.
- Untachai, S. (2014). Modeling Residents' Perception on Ecotourism in Upper Northeast, Thailand, In Kerpitak, C., Heuer, and K., Benabdelhafid (Eds.). *International Journal of Business Tourism Applied Sciences* (pp. 6-19). Bangkok, SuanDusitRajabhat University.

- Untachai, S. & Sripathara, S. (2015). The antecedents and consequence of the inventory capability in SMES. *Journal of Supply Chain Management: Research & Practices*, 9(2), 19-35.
- Walter, A., Muller, T., Hefert, G., & Ritter, T. (2003). Functions of industrial supplier relationships and their impact on relationship quality. *Industrial Marketing Management*, 32(2), 159-169.
- Young, L. (2006). Trust: looking forward and backward. *Journal of Business & Industrial Marketing*, 21(7), 439-445.
- Zhang, M., & Huo, B. (2013). The impact of dependence and trust on supply chain integration. *International Journal of Physical Distribution & Logistics Management*, 43(7), 544-563.
- Zhao, X., John, G. L., & Chen, Q. (2010). Reconsidering Baron and Kenny: myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197 -206.