

**EXAMINATION OF THE RELATION BETWEEN CONSUMER'S
TRUST – LOYALTY WITHIN RELATIONSHIP MARKETING IN
INDUSTRIAL MARKETS**



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JUNE, 2019

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INDUSTRIAL MARKETS**

**BY
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OF THE REQUIREMENTS FOR THE DEGREE OF MASTER
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Plagiarism

I here declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced are not original to this study.

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ABSTRACT

The aim of this study is to investigate the trust and loyalty relation between buyer and seller in industrial markets. In literature, the trust-loyalty relation has been examined in banking, retail and service sectors. However, it was observed that there is either restricted information or very few scientific studies regarding this subject. This study examines the correlation between trust and customer loyalty, considering relationship commitment, relationship strength, relationship quality and antecedents of trust as communication, shared values and opportunistic behavior variables. The pipe sector of Turkey has been selected as research universe, 250 people working in this sector have been selected as study universe by simple random sampling technique. Data have been collected by way of online survey and analyzed using reliability, factor, correlation and regression analysis methods. According to the results of analyses; it was observed that, as antecedents of trust, communication and shared values have positive and significant impact and opportunistic behavior has negative impact on trust. Relationship commitment, strength and quality variables, which have been analyzed between trust and loyalty, all have positive impact on each other. It has been observed that the relationship quality is the mediating variable between relationship strength and customer loyalty. The results of this study indicate that companies need to build trust and commitment based customer relationships in order to gain loyal customers in Turkey's industrial markets.

This study also provides an extensive infrastructure for future studies on trust-loyalty correlation in industrial markets.

Keywords: Business to business marketing, relationship marketing, industrial marketing, trust, loyalty, steel pipe industry, glass reinforced plastic pipe industry

ÖZET

Bu çalışmanın amacı alıcı ile satıcı arasında ki güven sadakat ilişkisini endüstriyel pazarlarda incelemektir. Literatürde güven – sadakat ilişkisi bankacılık, perakende ve servis sektörlerinde incelenmiştir. Ancak bu konuda endüstriyel pazarlarda kısıtlı bilgi olduğu ya da çok az bilimsel çalışma olduğu gözlemlenmiştir. Bu çalışma müşteri güven sadakat ilişkisini, ilişki bağlılığı, gücü, kalitesi ve güvenin öncelleri olan iletişim, ortak değerler ve fırsatçı davranış değişkenleri göz önüne alınarak incelemiştir. Araştırma evreni olarak Türkiye ölçeğinde boru sektörü seçilmiş olup, çalışma evreni olarak bu sektörde çalışan 250 çalışan kolaylıkla bulunabilen örnekleme yöntemi kullanılarak seçilmiştir. Anket verisi çevrimiçi olarak toplanılmış olup güvenilirlik, faktör, korelasyon ve regresyon analizlerine tabii tutulmuştur. Analizlerin sonuçlarına göre güvenin öncelleri olan iletişim ve ortak değerlerin güven üzerinde pozitif ve anlamlı, fırsatçı davranışın ise negatif bir etkisi gözlemlenmiştir. Güven ile sadakat arasında analiz edilen ilişki bağlılığı, gücü ve kalitesi değişkenlerinin tamamının birbiri arasında pozitif etkisi gözlemlenmiştir. İlişki kalitesinin, ilişki gücü ile müşteri sadakati arasında aracı değişken olduğu gözlemlenmiştir. Bu çalışmanın sonucu, Türkiye ölçeğinde endüstriyel pazarlarda firmaların sadık müşteri elde etmek için müşterileri ile ilişkilerini güven ve bağlılık temelinde oluşturması gerektiğini ortaya koyar.

Bu çalışma ayrıca endüstriyel pazarlarda gerçekleştirilecek güven sadakat ilişkisini inceleyen gelecek çalışmalar için kapsamlı bir altyapı sağlamaktadır.

Anahtar Kelimeler: B2B pazarlama, ilişkisel pazarlama, endüstriyel pazarlama, güven, sadakat, çelik boru sektörü, cam elyafı takviyeli boru sektörü

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1. INTRODUCTION

In recent years, academics and practitioners have given considerable attention on customer relationships (Berry, 1995; Palmer, 2002; Reynolds & Beatty, 1999). In current literature customer relationships have been studied with several different approaches and their impact of relational outcomes have been considered. According to the popularity increase of customer relationships, relationship marketing became more prominent. Relationship marketing is mainly targeting creating and sustaining long term customer–buyer relationships (Rapp, 1990, p.24). Parasuraman et al. (1991) reveals that studies have a conclusion that companies could get benefits from building long term relationships. The studies, which could have been subjected of relationship marketing, reveal that long term relationships as loyalty-based relationships, could be achieved by committed customer profile that is found with trust (Wong & Sohal, 2004; Chaudri & Holbrook, 2001).

In relationship marketing concept, trust is the key element of success for firm's relationship marketing strategies. Moorman (1992) defined that trust is willingness to rely on a confidential partner or reliability of a promise, word, agreement and keeping the other side's obligations (Schurr & Ozanne, 1985, p.939-953). Communication, which is defined as an antecedents of trust in relationship marketing, is defined as the formal or informal sharing of meaningful, credible information between partners (Anderson & Narus, 1990; Goodman & Dion, 2001) or keeping in touch with customer, providing timely and trustworthy information and communicating proactively (Ndubisi, 2007). Trust based relations are impressed by antecedents of trust as communication, shared values, opportunistic behavior. In earlier studies show that communication has a positive effect of trust relations (Morgan and Hunt, 1994; Agag, 2017; Mukherjee & Nath, 2003, 2007; Shergill,

2005; Jeong & Oh, 2017; Coote et al., 2003; Mosavi and Ghaedi, 2012; Cheng et al., 2008; Mandal and Sarathy, 2018). Another antecedent of trust is shared values which is defined that common views about which of behaviors, goals and policies are important, appropriate, right or wrong among the partners (Morgan and Hunt, 1994, p.20-38). In earlier studies, shared values has a positive effect of trust relations (Morgan and Hunt, 1994; Agag, 2017; Mukherjee & Nath, 2003, 2007; Shergill, 2005; Jeong & Oh, 2017; Mosavi and Ghaedi, 2012; Cheng et al., 2007).

Opportunistic behavior is a lack of objectivity, neutrality or honesty in transactions and including self-interest seeking with guile (Williamson, 1975). In previous studies, it has a negative impact on trust relations (Mukherjee & Nath, 2003, 2007; Shergill, 2005; Jeong & Oh, 2017; Cheng et al., 2007; Morgan and Hunt, 1994).

Trust between buyer – seller relationships creates an invaluable position for partners among other competitors. Buyers and sellers who have similar values, have a valued communication without any opportunism, could probably have trusted relations and final of this, relationship commitment occurs. Relationship commitment could be survived till one exchange partner believing that an ongoing relationship is so important and it bring on maximum effort to maintain that relationship (Garbarino and Johnson, 1999). Commitment is an exchange party's long-term desire to maintain a valuable ongoing relationship (Moorman et al., 1992; Morgan and Hunt, 1994). The company's best assets are the customers which are committed and have a long term relationships and transactions (Morgan and Hunt, 1994). Firms could gain invaluable information under favor of increasement in their long-term relationship from their committed customers. Moreover, gained invaluable information could open up maintaining relationships with customers and prevent firms for losing their customers under competition in the market (Ndubisi, 2004, p. 70-89). Attracting and gaining a

new customer is six times expensive than retaining a previous one (Rosenberg&Czepiel, 1984 p. 45-51). Long term relationships and transactions are well indicator of loyal customers.

Loyalty is defined as favorable attitudes of customer to a brand and his repeated purchasing behaviors (Day, 1969, p. 29-36), customer retention (Pritchard, 1997, p. 2-10), returns of customers, references of business, providing word-of-mouth strongly, publicity (Bowen and Shoemaker, 1998, p. 12-25), is an important source of long-term business (Rust and Zahorik, 1993, p. 193-215). Loyal customers are willing to repurchase the product of the firm and less likely to switch the brand considering the ordinary one. Loyalty programs could be excellent examples for obtaining invaluable information from customers in order to attract and keep going them in their brand/product usage. Under favor of this knowledge and knowhow, the firms would be updating their marketing intelligence and planning their marketing strategy (Ndubisi, 2007).

1.1. Purpose of Study

In industrial markets, the goods or products are more expensive comparing the consumer or retail markets. The buyer firms have grand budgets for their purchasing transactions. Moreover, buyer is needed to have a relationship with seller that supported with trust, in order to manage the responsibility of managing in a right way of grand budgets. Therefore, the relationship in transactions are becoming more important. On the other hand, producer or seller firms need a long term and a trusted relationship with their customers for achieving their sales targets. They also need repeated purchasing transactions that have been accomplished without any problem by loyal customers.

Objective of this study is examining buyer-seller relationships subjected as trust - loyalty relation considering dependent variables and using relationship marketing in industrial markets.

1.2. Importance of the Study

Recently, relationship marketing has been researched by many researchers with different sub-topics as trust, commitment and customer loyalty which light the way for marketing strategy. Research in the subject of trust – loyalty have been accomplished in service industry, banking or retail sectors. However, there are few researches in industrial markets. There is no study in pipe industry in literature. Unlike the other researches in literature, customer loyalty has been detailed as purchase and attitudinal loyalty in order to analyze more deeply as a variable. With this study, the companies, who are especially located in pipe industry, will analyze their marketing and communication strategy considering trust and loyalty factors in their relationships with their customers.

1.3. Research questions

The study is subjected to analyze consumer's trust – loyalty relation with relationship marketing in industrial markets.

- What's the effect of trust in relation of customer and the firm?
- What's the effect of customer's demographic specifications in trust relation?
- What's the effect of trust relation in loyalty of customer?

2. LITERATURE REVIEW

2.1. Industrial Marketing (Business to Business Marketing)

The industrial or business markets contain all related organizations which are exchanging products and services for using their own production process (Dwyer & Tanner, 2003). The market for the business is huge and larger than consumer market and also includes wholesaling, retailing firms which obtain goods for the purpose of renting or reselling (Kotler & Armstrong, 2010). It includes different typed and sized of the organizations which have different relationships with others. These firms are generally independent internally and interdependent externally (Zimmerman and Blythe, 2013, p.7). They need to work together in order to achieve their organizational goals. An example of a traditional business to business market would be an automobile industry. A vehicle's components are generally manufactured by different companies. Primary manufacturer firm (OEM producer) purchases thousands of these parts independently as engines, gear boxes, tires, hoses, batteries and assemble all semi products to final vehicle. The business to business markets have differences from the consumer markets with the stage of the transactions, types of customer and distribution systems (Zimmerman and Blythe, 2013; Dwyer and Tanner, 2003; Mcdowell et al., 2010). On process view, complete process of business market has a row as supplying raw materials, processing, final assembly, distribution process to wholesaler. On transactional view, governmental or institutional customers purchase industrial products with great volumes like as business customers. On the other hand, consumer markets have only one final sale transactions. Business to business markets are huge comparing to business to consumer, consumer to consumer markets (Zimmerman and Blythe, 2013; Dwyer and Tanner, 2003; Mcdowell et al., 2010). Customer orientation and focusing of customer needs, collecting customer

information in order to achieve targeted objectives are similarities for business to business market to other defined markets.

2.1.1. The business markets characteristics

2.1.1.1. The nature of demand

The three view of demand are derivation, variance and elasticity. In business markets, the demand is derived (Fill, 2005; Mcdowell et al., 2010). The consumers are willing to purchase the goods or products for their wants and needs, business buyers only buy their needs to facilitate the production of goods and services (Mcdowell et al., 2010, p.8-9). With this result, the demand has been derived (Dwyer and Tanner, 2003, p. 20-22). An example for automobile industry, the consumers are willing to renew their vehicle and prepared their budget for purchasing a brand new one. According the demand in the market, car manufacturers are planning to manufacture numbers of vehicles to supply their distributors for selling to market.

Moreover, in business markets, the demand is variable (Fill, 2005, p. 4-5). According the consumption or sales of products, the producers need to analyze and monitor of market and prepare estimations. All production rates directly affect the production of sub producers. Demand is also inelastic in business markets (Fill, 2005; Dwyer and Tanner, 2003). Once a manufacturer takes into a differentiated product into its processes, unforeseen and uncontrollable supplier price increases have to be absorbed until a revised or redesigned product can be developed, eliminating the original materials or part. On the basis that manufacturers are generally reluctant to let their customers down. Reason for that demand is inelastic (Fill, 2005, p. 4-5).

2.1.1.2. Buying process

The buying process could be listed as the most important stage of business market transactions. Buying process and purchasing goods or services have differential characteristics among consumer and business markets. In consumer markets, the purchasing habits are generally consisting of emotional purchasing decisions that are given very fast. The risk for choosing not correct product or service is very low. Consumer decisions are generally depending on their personal characteristics as physical, technological, economical, cultural, ethical, political and legal (Fill, 2005, p. 4-5). On the other hand, in business markets, choosing an industrial product process is beyond the personal needs or characteristic (Zimmerman et al., 2013, p.19-22). Tasks, technology, structures and people are influences of industrial buying behavior of a company (Fill, 2005, p. 4-5).

2.1.1.3. Relationships

A vital part of success in business marketing is the development and maintenance of customer relationships (Zimmerman et al., 2013, p.10). Instead of consideration of a series of transactions between customer and supplier, marketers' attempt to establish a relationship. Morgan and Hunt (1994) introduced the importance of relationship marketing activities that seek to create, establish, develop and maintain successful exchanges with customers. Grönroos (1990) defined relationship marketing is establishing, maintaining, enhancing and commercializing customer relationships which the parties achieve their objectives with a mutual exchange and fulfillment of party's promises. As the sellers give a set of promises related to products as financing, servicing, production time, information and after sales services, the buyers give promises about financial issues. When the promises are kept and both sides gain benefits, relationship is enhanced (Zimmerman et al., 2013,

p.10). Hence, new promises can be made among the parties after past promises had been accomplished (Calonious, 1986, 1988).

2.1.2. Types of organizational customers

Business to business marketing scope includes industrial or non-industrial enterprises or organizations and their transactions. The organizations could be listed commercial, governmental and institutional subjects within marketing channels (Dwyer and Tanner, 2003, p. 12-15). Commercial organizations are distributors, original equipment manufacturers, users and retailers (Fill, 2005, p.9). Governmental organizations could be subjected under two different purposes. First one is public affairs as national defense, community health, environmental, education, transport. The other one is commercial activities as an example of infrastructure biddings for this area on transactions. A construction company has the lowest bidding and it has subsidiary enterprises to share the duties of business. All these business relations and transactions are located in business to business marketing and its scopes. Institutional organizations are subjected as not profit or community based.

2.1.2.1. Commercial organizations

Four main sectors could be listed in commercial business marketing according usage of the product or services in the market (Fill, 2005, p. 9). They are distributors, original equipment manufacturers, users and retailers.

2.1.2.2. Distributor

These types of organizations are commonly intermediaries like as wholesalers, dealers and value-added resellers. Their main responsibility is transferring the products or service during the market and adding credit or financial values, service or storage additions. The ownership of the product could be changed between one

distributor to other one. Distributors or intermediaries have important role among the manufacturer and final users (Fill, 2005, p. 9). Although the manufacturers are willing to sell the products with large quantity, the demand of consumer is not sufficient. Middleman or distributor is fulfilling this demand with their large purchased stocks (Dwyer and Tanner, 2003, p.15). Hence, this collaboration gives opportunity to manufacturers concentrate on their own manufacturing activities for large quantities and consumers could obtain their demanded product easily in the market (Fill, 2005, p. 9).

2.1.2.3. Retailers

Retailers are intermediaries that they could mediate producer to reach the final customers with their efforts. The distributors directly purchase product sufficient quantity from manufacturer and sell products to retailers and key account customers. Conversely, the retailers purchase product from distributors or manufacturers and directly sell the product to end users.

2.1.2.4. Users

Users are purchasing and consuming the goods or services for their needs and as a result of that, they create a demand for manufacturers' manufacturing process. Users' needs create a considerable contribution of production. For a mobile phone example, a new mobile phone sale creates a need on camera equipment's, central processors, batteries or microphones which could not be identified without the mobile phone product.

2.1.2.5. Government organizations

Governments are responsible for public affairs as health, education, environmental protection, transportation, security, infrastructure, national defense and

army, nutrition (Fill, 2005, p. 9). The governments are dealing purchases in these fields to service for their citizens. The purchases are huge volume and they create enormous value (Kotler and Armstrong, 2013, p.181). It could be so enormous that in some countries, the governments create the markets. Although there is some difference among the government organization to a commercial one, the needs are generally similar. Sellers give importance for key decision makers who affect buyer behavior and buying decisions. Bidding and contracting process with the lowest bidder is typically supply method in governmental organizations. On the other hand, for some cases, a governmental organization could make allowances for their supplier's distinctive high quality or reputation for achieving their promises about contract on time (Kotler & Armstrong, 2013, p.181). Governmental projects are generally so massive that involves lots of stakeholders. The result of this confusion, budget and timescales of the governmental projects could not be achieved with the plans.

2.1.3. Good/Service/Product Types in Business Markets

The goods are discerning on production process within three categories as input goods, equipment goods and supply goods (Fill, 2005; Dwyer and Tanner, 2003). Input goods defined as raw materials and semi manufactured parts which become part of the finished item (Fill, 2005, p. 16). It can be two types as raw materials or semi-manufactured parts. Raw materials could be defined as the material that is entered the production process with its natural state. Semi – manufactured good is another input good for production process that is produced in one line and waiting for another line for final product (Dwyer and Tanner, 2003, p. 15-16). For example, while rubber is a row material, tire is a semi-manufactured product for automobile. Equipment good is defined as capital item that is not a part of the finished item but

necessary to enable for production process to take place (Fill, 2005, p. 16). Equipment good that supports the main production process and it is not direct relation with final product like as equipment's, capital or investment goods. During the production process it's depreciated in value over time. Supply goods are defined as necessary materials for keeping on-going production process (Fill, 2005, p. 16). The other consumable materials, that are not assets or depreciated, are expense items like as paint, lubricants or cleaning materials or tendering any of third party services. In generally enterprises want to prefer concentrating on their core business of production process, instead of hiring stuff and create a solution internally. They prefer contract basis third party organizations and have a service externally.

2.1.3.1. The characteristics of business marketing

Business markets have different characteristics comparing to consumer markets (Dwyer and Tanner, 2003, p.6). In business markets, customers are generally organizational companies and their orders are business or process purposes. Purchased products are used in the production lines; they are operated and value-added for the final product. Orders and transactions are huge and decision-making process could not have achieved by individual decisions. Market distribution has been operated by other organizations as distributors and retailers. All marketing and communication strategies need consideration of industrial needs. Benefits are economic or utilitarian and marketing activities are generally based on personal selling (Fill, 2005, p.18). Attracting and gaining a new customer is six times expensive than retaining a previous relationship with current customers (Rosenberg & Czepiel, 1984 p. 45-51). Hence, customer retention is very important in business markets. Trust and loyal relationships are becoming more important comparing the consumer markets. Conversely in consumer marketing customers are individual and

their orders and decision-making processes are generally emotional or personal characteristics (Dwyer and Tanner, 2003, p.6). The products are final products and quantities are very small. Marketing activities need consumer marketing behavior and it considers segmentation of consumer behaviors.

2.2. Relationship Marketing

2.2.1. Basics of relationship marketing

American Marketing Association defines marketing as “an organizational function and a process for creating, communicating, delivering value to customers for managing customer relationships in ways that benefit the organization and its stakeholders”. This definition is parallel to traditional marketing in the way of identifying for definition of relationship. It has a foundation of traditional and transaction-oriented view of marketing. It also does not include any view of long-term value of customer.

Relationship marketing is defined as creating long term relationships that learn how to best interact each other for decreased costs of relationships between firm and its customer (Ndubisi, 2004, p.70-89), a strategy for attracting, maintaining or enhancing relations with customer (Berry, 1983, p.25-38), a firm’s customer centered approach to achieve a long-term relation with prospective and current customers (Evans & Laskin, 1994, p. 439-520). Companies should aim long-term view on transaction instead of short-term one. The aim of relationship marketing is to create and maintain a long-lasting relationship that is creating benefits between firm and the customer (Rapp, 1990, p.24). Recognition is growing during the marketing science grown up and importance of relationship marketing is understood. This phenomenon described by this concept is supported in modern business (Webster, 1992, p. 1-17).

According to the changes in business life, the marketing strategies have been changed. The conditions drive for this change was intense. It creates global competition, more fragmentation of markets. High level of products opened new opportunities for companies and they could have achieved competitive advantages, the demand and consumers have changed type of the demand. All these changes caused a need for a renovation on definition of marketing. The new definition needed to be concerned long-termed beneficial relationships with customer. Theoreticians have begun to find a new definition for renovated marketing conditions. Relationship marketing has been revealed by different aspect of researchers with a various research perspective (Harker, 1999, p.13-20). Three key aspects, which makes common relationship marketing definition clearly, have been defined for relationship marketing (Grönroos, 1997; Sheth & Parvatiyar, 2000). The first aspect deals with the lifecycle of relationship. It shows the relationship process is dynamic during the stages. The activities and exchange characteristics have been changed during the stages (Dwyer & Oh, 1987; Wilson, 1995). The lifecycle stages are defined differ among researchers about the majority of definitions classified in four general stages. The definitions are identifying, developing, maintaining and terminating. The second aspect is the target or the scope of the relationship marketing. Internal departments, competitors, customers and suppliers are the elements of targets or scopes of relationship marketing. According recent researches, firms compete through their network on cross relationships among them (Rindfleisch and Moorman, 2003; Sivadas and Dwyer, 2000). Relationships can be evaluated between individuals, individual to firm or between group or firms. The third aspect is the locus of benefits from activities of relationship marketing. It can be defined as the evaluation of all related relationship marketing activity efforts without any perspective of one side. Some of researchers

describe relationship marketing altruistic or benevolent. According the win-win terminology, the manager and the firms are concern the relationships with profit-based view and unprofitable relationships should be terminated and all efforts of relationship marketing investments considering optimal returns. The reason for that, the relationship marketing should have long term perspective considering cooperation and co-value creation between the sides. Transaction or any kind of competitive focus should have been terminated. The termination of relationship is considered in researches unilateral perspective. Unprofitable customer relationships are terminated by seller that only customer is gaining value in relationships. Considering these three aspects, the relationship marketing is the process of identifying, developing, maintaining and terminating all relational exchanges with the purpose of enhancing performance (Palmatier et al., 2008, p.174-190). Detailed definitions of relationship marketing located in Table 7 in Appendix B.

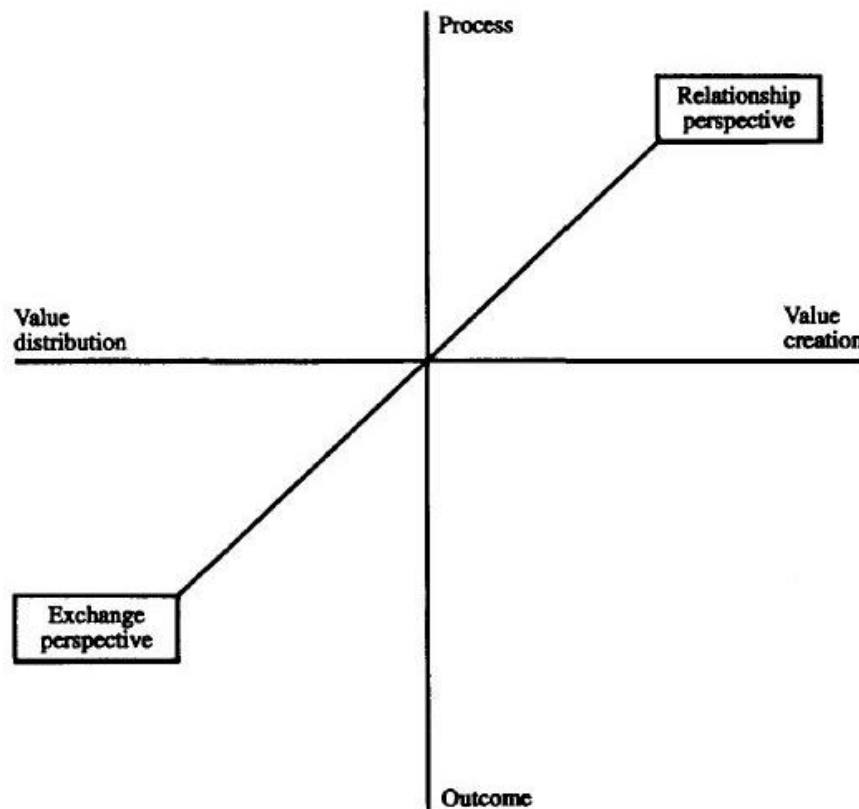
2.2.2. Relation with other marketing areas

In previous literature, relationship marketing has been studied in service and industrial marketing (Berry et al., 1983; Jackson, 1985; Gummesson et al., 1987; Christopher et al., 1991; Gummesson, 1991). Antecedents and outcomes of relationship marketing have similarities with other marketing areas such as service marketing, business marketing, business to consumer marketing, brand management, channel marketing. However, there is a distinction on the subject of relationship marketing to other marketing areas. Although they are mainly focusing to improve the performance of business, the relationship marketing is only focusing for improving performance of the relational exchanges.

2.2.3. Relational paradigm shifts in marketing discipline

Exchange theory had been obsolete after the growth of the relationship paradigm in marketing areas. The exchange paradigm was lacking the concern for better quality on product, customer service subject and customer retention. The exchange paradigm was born from the transactional focus. It was explaining the value exchange among the actors of market (Parvatiyar and Sheth, 1995, p.399-400). In industrial era, the producers had excess supply with mass production with their own production activities and the middlemen were owned this product and shared the risk of producers. This created value from producer have been transmitted the final customer under favor of middlemen with an exchange method. The consumers could not have been a side of value creation of this process. When consumers are dealt with production privately and have close relationship with producers, consumers are becoming a part of value-creation. On the other side, in the relationship marketing, these definitions are different from exchange theory. Value creation and production subjects are more important in relationship marketing. In this paradigm, the middlemen are not needed. The consumers are willing to be close to producers as possible as it is. This close relationship results the greater marketing value both the sides of the relationship. For example, in automobile production process, the consumers get involved the additional specialization of the vehicle and they could select the private addition which creates value for themselves and the result is their dreamed vehicle. Hence, the roles for buyer and sellers are defined in theory of exchange. Buyers are willing to buy the products for self-interest, the sellers are exactly sell products. Time and place for exchange are defined among the sides. The time and the place boundary between the sides are second another different subject from the exchange theory. In relationship marketing, the companies are shared their

organizational boundaries for co-marketing, co-production or co-delivery with sharing their resources for having a great marketing value (Vargo & Lusch, 2004, p. 1-17).



Source: Sheth, J. N., & Parvatiyar, A. (1995).

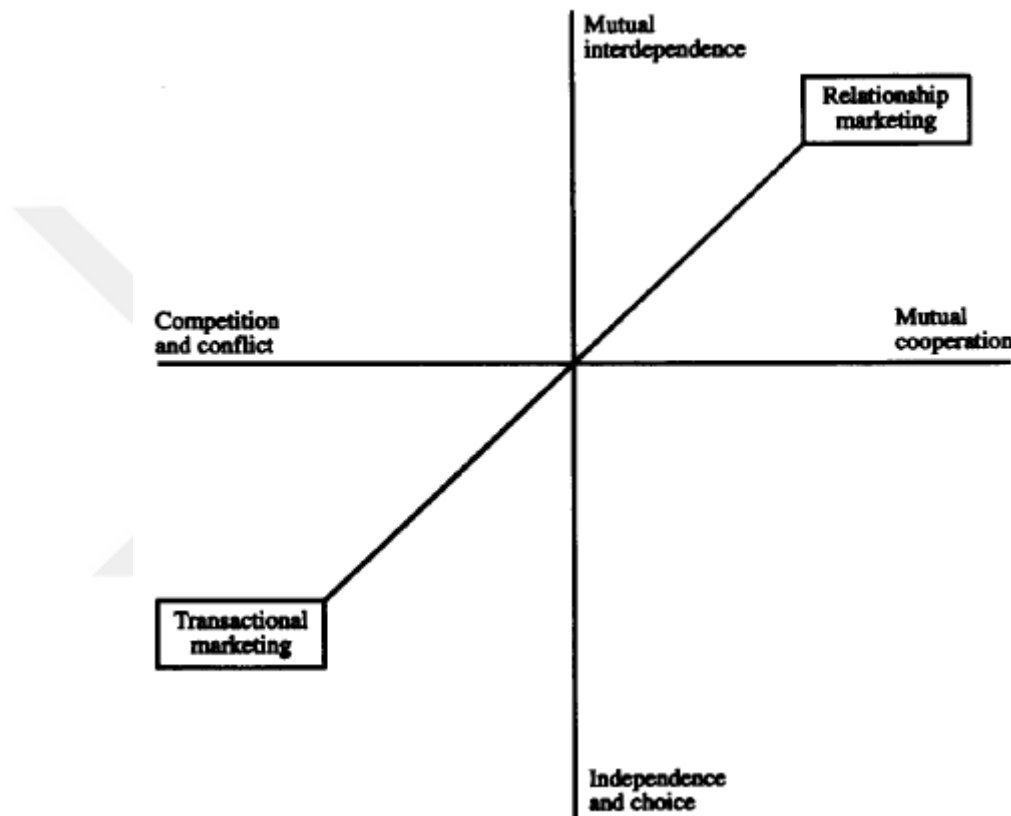
Figure 1 Paradigm Shift in Marketing

The relationship marketing is mainly concerned with value creation instead of value distribution as shown in *Figure 1*. It focuses on engagement process of relationships instead of outcomes (Parvatiyar & Sheth, 1995, p.399).

2.2.4. Axioms of relationship marketing

Relationship marketing is mainly integrating sides of the firm as customers, suppliers and others in order to develop their marketing activities (McKenna, 1991; Shan & Chalasani, 1991). Relationship marketing is a social science and it is founded with economics. It is an institutional economics and mainly consider the exchanges that are driven with market efficiency and maximization of value (Alderson, 1958, p.

15-28). Connections which are inherent (Parvatiyar et al., 1992, p. 10-40), between suppliers, customer and all other partners of the firm make close relationships and results with a powerful integration among partners. The mentioned interactive relationship creates emotional, economical and structural connections that emphasize cooperation rather than conflicts and competition as shown in *Figure 2*.



Source: Sheth, J. N. & Parvatiyar, A. (1995).

Figure 2 Axioms of Transactional Marketing and Relationship Marketing

Dimensions of relationship marketing are defined in detail *Table 8* in Appendix C. Competition and personal benefits of value creation is an axiom of relationship marketing. Competition and conflict in the market is similar in both transactional and relationship marketing areas. But value creation subject in transactional marketing is known as selection of the most beneficial offers and it can be defined as self-interest. This axiom is competing with the relationship marketing

axioms which is proving a mutual cooperation and creates higher value creation than self-interest (Morgan and Hunt, 1994, p.20-38). The competition is disruptive and mutual cooperation is more productive (Kohn, 1986, p. 25-40). Second axiom of transactional marketing is the interdependence and choices. According this axiom, in value distribution, selecting a transactional partner that considers the firms' self-interests in each transaction, creates more efficient system. Under favor of this, it results with lowest purchase costs with support of bidding and bargaining. This belief challenges in economics (Williamson, 1975, p.50-78). The purpose of relationship marketing is improving by the way of achieving efficiency (Sheth and Sisodia, 1995, p.44-77). The practices for efficiency that reduce the operating cost as customer retention, customer feedbacks and sharing resources. It is also focusing interdependence and co-operation among customer and the firm (Sheth, 1994, p.48-65). Searching, negotiation, communication and all other activities in order to reducing cost are leading increase on the efficiency of the transactions. The better quality product with lower cost is generated interdependence and long term partnering.

2.2.5. Requirements for successful relationship marketing

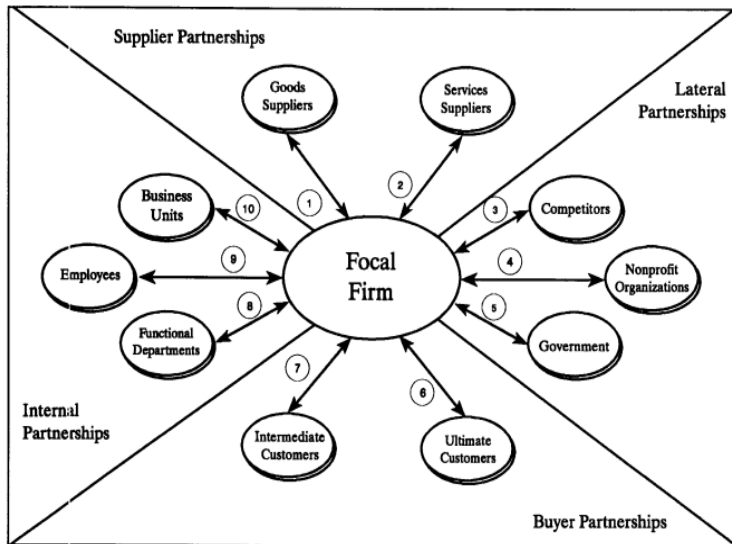
Achieving a successful relationship marketing program needs several requirements. First one is a supportive culture that is a paradigm shift from transactional on doing business (Levit, 1983; Shapiro, 1991; Webster, 1992). Under a transactional regime, customer satisfaction is defined as exploiting customers and manipulation of lack of their knowledge (Gummesson, 1994, p. 5-20). On contrary, relationship marketing is focusing interdependence and co-operation among customer and the firm (Sheth, 1994, p.48-65). Internal marketing is another precondition for relationship marketing (Gummesson, 1987; Grönroos, 1990). It's mainly aimed to

convert employees of the company for new relationship culture and motivate them to develop and perform new strategies of relationship marketing (Buttle, 1999, p. 1-10). The third prerequisite for relationship marketing is customer expectations. The expectations of the customer have been changed over the time, so the companies needed to have continuous information flow from their customers in order to achieve current and correct customer expectations for organizing their relationship marketing strategies. The fourth prerequisite for relationship marketing is customer database knowledge. It provides necessary information from customers to measure the development and monitoring relationship marketing strategy and tactics (Buttle, 1999, p.1-10). Database technology is fundamental for companies to know their customer as individual (Peterson and Wang, 1993, p.235-245). Customer relationship management and all related supportive technologies are created under favor of this need. The final prerequisite for relationship marketing is new and developed organizational structure inside of the company. The traditional marketing's considers geographic zone or areas for sales activities. Relationship marketing changes firms' looking view and creates a consideration on customer based one. The expectations of clients are understood deeply with linking financial, social and structural schemas.

2.3. The Commitment - Trust Theory of Relationship Marketing (Morgan and Hunt Exchange Theory)

Traditional marketing defines the relation side of external customer. Relationship marketing concept focuses a wider scope. Relationship marketing is creating, developing and holding successful relational exchanges (Morgan & Hunt, 1994, p.20-38). Exchange theory refined exchanges of people or organizations. The exchange partners that have asymmetric dependence could improve cooperation and

conflict in their relation (Bucklin, Sengupta, 1993, p. 32-46). The rational exchanges defined with ten discrete forms as buyer, lateral, supplier and internal partnerships.



Source: Morgan, R. M., & Hunt, S. D. (1994).

Figure 3 The Relational Exchanges in Relationship Marketing

Relational exchanges with supplier partnerships;

- 1) Relational exchanges between manufacturers and the supplier of the goods (Spekman, Frazier, O'Neal 1989).
- 2) Relational exchanges with advertising or marketing research agencies and their clients (Beltrami & Pitta, 1991, Moorman, Deshpande & Zaltman, 1992).

Relational exchanges with lateral partnerships;

- 3) The strategic alliance partnering that involves technology partners (Nueno and Oosterveld, 1988), cooperated marketing partners (Bucklin and Sengupta, 1993) and global strategic partners (Ohmae, 1989).
- 4) The partners for achieving public purposes with nonprofit organizations. (Steckel and Simons, 1992).

5) The partnering with governments (Comer, O’Keefe and Chilenskak, 1980).

Relational exchanges with lateral partnerships;

6) Long term exchanges with ultimate customers (Berry,1983, p. 25-38).

7) The partnering that involves channels of distributions (Anderson and Narus, 1990, p. 42-58).

Relational exchanges with internal partnerships;

8) Exchanges that involving functional departments (Arndt, 1983).

9) Exchanges with firms’ employees that involving internal marketing (Berry and Parasuraman, 1991, p.132-134).

10) Exchanges with business unites as affiliates, categories or strategic business sectors (Porter, 1987).

All these relational exchanges have been defined in different sectors. In service sector, relationship marketing concerns attracting, developing and retaining customer relationships (Berry 1983; Parasuraman, 1991). In health care sector, developing trusted key accounts in a time period is main selling targets on relationships (Doyle & Roth, 1992, p.59-64). According definitions, the resources of exchange partner is not only customer. Relationship marketing is creating, developing and holding successful relational exchanges (Morgan and Hunt, 1994, p.20-38).

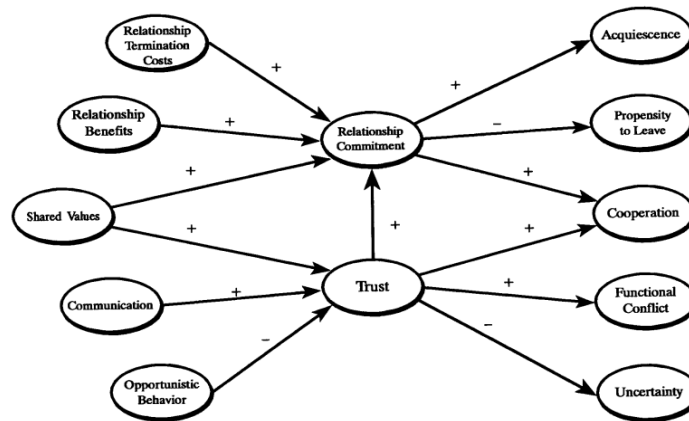


Figure 4 Commitment Trust Theory Model (Morgan and Hunt, 1994)

2.4. Customer Loyalty (Brand Loyalty)

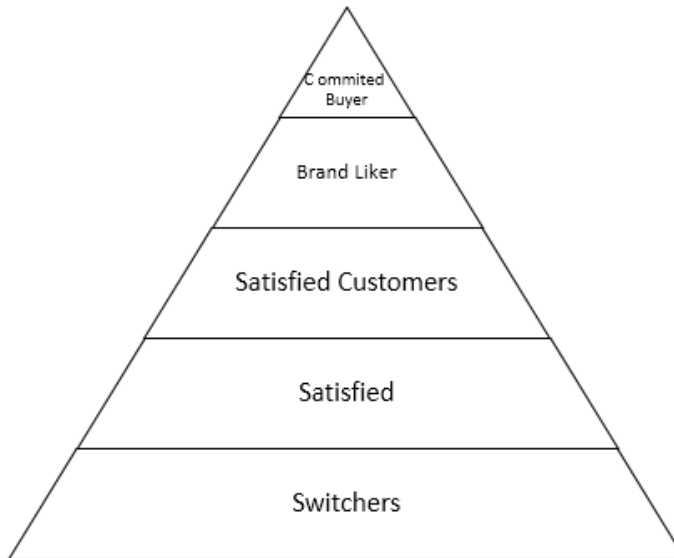
Loyalty and loyal customer enhancement are becoming the number one strategic target for the firms in today's competitive business environment (Oliver, 1999). Brand loyalty is defined as a deeply held commitment to repurchase a preferred service or product consistently in future, therefore causing repetitive same brand purchasing despite situational influences and marketing efforts having potential to cause switching behavior (Oliver, 1999, p. 33-44). Building loyal customer base is a master indicator for winning market share under competitive market conditions (Jarvis and Mayo, 1986) and improving sustainable competitive advantage (Kotler & Singh, 1981). Customer loyalty contributes firm's profit and accomplishment (Oliver, 1997).

In marketing literature, brand loyalty has been known more than three decades (Howard and Sheth, 1969). Loyalty is not a new phenomenon and previous studies have been subjected with different subtopics (Liu et al., 2011). Brand loyalty is actually important construct of marketing and a well indicator of customer satisfaction performance (Bloemer & Kasper, 1995, p. 311). Brand loyalty has been

further defined with two different aspects in previous literature works as attitudinal and behavioral (Aaker, 1991; Assael, 1998; Day, 1969; Jacoby & Chestnut, 1978; Jacoby & Kayner, 1973; Oliver, 1999; Tucker, 1964). Chaudhuri and Holbrook (2001) suggested that behavioral or purchase loyalty consists of repeated purchases of the brand, whereas attitudinal brand loyalty includes a degree of dispositional commitment in terms of some unique value associated with the brand. Loyalty in this behavioral manner is mentioned to be probabilistic (Uncles & Laurent, 1997).

Psychological meaning of customer loyalty has been distinguished from behavioral definitions. Loyalty level would be upper under positive mood or emotional situation of humans (Dick & Basu, 1994, Chaudhuri & Holbrook, 2001). Different researchers have different results. Jacoby and Chestnut (1978) observed that repeated purchase data is main indicator for behavioral choices and Tucker (1964) argued that affected behavior of all related past purchases about the brand is completely accounted for loyalty. On the other point of view, Oliver (1999) state that consistent purchasing could be an invalid indicator for behavioral loyalty. The reason for that is the happenstance buying actions or inconsistent purchasing events in multiband loyal.

Customer loyalty could be classified as long-term and short-term (Jones & Sasser, 1995). Long-term loyal customer profile does not change the brand or product easily, on the other hand, short term loyal customer profile would prefer a better alternative brand easily (Liu et al., 2011). Establishing a relation with current customer that prefer to retain to brand is beneficial for product or service providers and it is easy to keep current and also existing customers than a new one (Ahmad & Buttle, 2002; Fornell, 1992). Current or existing profiled customers are created only maintaining expenses and do not need any more cost for attracting.



Source: Aaker, D. (1991)

Figure 5 Loyalty Pyramid

According to the loyalty pyramid shown in *Figure 5*, customers are defined as different levels of loyalty. They are different types of customers and also need different marketing challenges. Aaker (1991) revealed that all leveled customers may not be classified in a special product segmentation or market.

The bottom level is non-loyal customers that they are exactly indifferent to that brand. This type of customer is willing to change the brand with price issues. Whatever is on sale and convenient, this type of customer is willing to prefer this brand. The second level is satisfied or habitual customers which are satisfied with the product or service and there is any dissatisfaction for changing the brand to another one. They can be named as habitual buyers that competitors need to create beneficial specifications for their product to switch this type of habitual customer to their brand. Habitual buyers or customers do not look alternatives if there is any reason. The third level is satisfied customers with switching costs. These types of customer are not willing to change the brand that under usage. They believe that, the switching

to another brand is a risk and new brand may not have same function as the older ones. In order to convince these types of customers, the competitors should overcome the switching costs or create a large enough benefit for them. They are called switching-cost loyal customer. The forth level customers are really likes the brand. Their choice of the brand is depended for any of signs or symbols or experiences, high perceived quality or it could be ethnocentric behavior. Generally, these types of customers have emotional and long term relationships with their brand. They could not identify the reasons for this loyalty. Switching another brand is nearly impossible for this level customers. Finally, committed customers are located in the top level. They fell lucky for having a ride of being a member of the brand and commitment is very important to them and generally using the mentioned brand is a way of expression their feelings. Switching another brand is impossible for this type of customers because the brand and its product is not only a single product for them, but also a life style and their experiences (Aaker, 1991). The switching cost is an important variable that indicated the attribution rate in brand loyalty. If changing the brand is very expensive or risk, the customer would not probably consider to change the brand and attribution would be higher (Aaker, 1991). Selecting another product or service would create additional costs as backup or service agreements, training. All these costs could be listed under switching costs and they are financial or risky. The second type of switching cost would be the risk of change. The new product or services would not be better than previous one and there would be problems.

Literature review defines loyalty with three different approaches as attitudinal loyalty (Fournier & Yao, 1997; Patterson, 1997 ; Johnson & Spreng, 1997), the behavioral loyalty which is considered on repeating purchases and also behaviors (Colombo & Morrison, 1989; Mellens & Van den Abeele, 1997; Wright & Sharp,

1998) and composite of behavioral and attitudinal loyalty that considers consistent purchase behaviors of consumers which had positive mood and feelings about the brand (Day, 1969; Dick & Basu, 1994; Jacoby, 1971; Petrick, 2004). Further, loyalty has been continued with the earliest studies of Oliver (1997, 1999) and foundation on belief, affect and intention (Jacoby & Chestnut, 1978; Kuhl & Beckmann, 1985). Oliver (1997) revealed that loyalty starts with cognitive and finally with action loyalty. It starts with affective loyalty and changes to behavioral loyalty or conative loyalty which is directly affect customer's final behaviors (Oliver, 1999). On the other hand, Dick and Basu (1994) studied this topic as behavioral and attitudinal subjects as external antecedents of cognitive, affective and conative approached. But recent studies considered them that they are not as external antecedents and an integral part of loyalty. Notably, Jones and Taylor (2007) found that loyalty has two parts as behavioral element and a combined attitudinal/cognitive approach (strength of preference, advocacy, altruism, willingness to pay more and identification with the service provider). After analyzing multiple models, Li and Petrick (2008) studied a new model that has independent constructs as attitudinal, cognitive, affective and conative loyalty and dependent construct as behavioral loyalty. Fiske (2009) proposed that loyalty can be classified three components as affective, cognitive and behavioral. Finally, cognitive loyalty is defined as existence of all beliefs about a brand, affective loyalty is defined as all satisfied usage and beneficial attitude on customer side and behavioral loyalty is defined as repeated purchases or intentions of the brand (Li and Petrick, 2008, p. 72).

2.4.1. Types of Loyalty

Oliver (1997, 1999) defined that customer loyalty is a deeply held commitment to rebuy or re-patronize a preferred product or service consistently in the

future, despite situational influences and marketing efforts having the potential to cause switching behavior. Thus, loyalty is considered as repurchase the same brand behavior (Keni et al., 2015). Johnson and Gustafsson (2000) revealed that loyalty is disposition of customers. Oliver (1999) insisted that attitudinal and behavioral approaches must be mentioned when the subject is loyalty and it is divided two different groups as traditional (behavioral, attitudinal and composite) and multi-dimensional (cognitive, affective and conative).

2.4.1.1. Behavioral loyalty

Behavioral loyalty is defined as simply volume and frequency of repeated purchases (Jacoby & Chestnut, 1978; Chaudhuri & Holbrook, 2001; Colombo & Morrison, 1989; Dekimpe, Steenkamp, Mellens, & Van den Abeele, 1997; Wright, Sharp & Sharp, 1998). Behavioral dimension studied in different subjects in literature. Richard and Zhang (2012) studied behavioral loyalty in education market and revealed that market shares of school, registration or drop of students for a lesson are well indicators of behavioral loyalty.

2.4.1.2. Attitudinal loyalty

Day (1969) suggested that all attitudes of customer in his essence as beliefs, feelings and intentions, are important foundation of loyalty for customer than his behaviors. This preference of the brand or product has a psychological basis that opens a way that ignoring low price sensitivity (Chaudhuri & Holbrook, 2001).

2.4.1.3. Composite loyalty

Composite loyalty is defined by different researchers as totals of a brand or product preferences (attitudes) or repurchase rates (behavioral). Moreover, Dick and Basu (1994) defined composite loyalty with six conditions as preconceived, response

of purchase, psychological facts, stability of time, decision makers, respect other brands.

2.4.1.4. Cognitive loyalty

Cognitive loyalty is another dimension of loyalty and it involves consumers' all decision making process and assessments about the brand on purchase decisions (Caruana, 2002). This type of loyalty phase, consumer prefers one brand to another one. Cognition is based on consumer's previous primary, vicarious knowledge or experience based knowledge for the brand (Oliver, 1999, p. 33-43). Gremler and Brown (1996) revealed that values of product as price, time, energy, benefits effect decision of customer. If the transaction with the brand is going routine, the consumer would not be willing to change the brand. The depth of the consumer loyalty is no more than performance of the brand. During the satisfaction is established in relation, it becomes a part of experience of customer and it takes an affective type.

2.4.1.5. Affective loyalty

Affective loyalty includes customer's emotions or feelings about brand or products of brand (Schiffman et al., 2010, p. 235-236). The emotional states may be enhanced by positive or negative experiences of the brand. Affective loyalty is best considered with emotional or feeling of valence state (Cohen & Areni, 1991, p.188-240). Affective dimension includes feeling states that could be illogically and commitment to a brand could be one step away than the cost (Oliver, 1999). Bloemer and Kasper (1995) discussed that this type of loyalty could be spurious or true. Spurious loyalty is due to inertial effect while true loyalty is commitment powered with emotional effects and ignoring competitor's attractive offers.

2.4.1.6. Conative loyalty

Conative loyalty is the final type of the loyalty series that has been defined by Oliver (1999). Oliver (1999) concluded that, conative loyalty includes all consumer beliefs, feelings, and intentions. Different studies investigated conative loyalty in literature. In education market, recommendations of customers, registrations, word of mouth and continuum of study have been studied (Jiewanto et al., 2012; Wei, 2012; Manzuma&Ndaaba et al., 2016).



3. THEORETICAL MODEL AND HYPOTHESES

3.1. Trust

According development of literature in relationship marketing subject in business markets, trust has been come into prominence (Blois, 1999). Several authors investigated that trust is a central construct for achieving a successful relationship which creates loyalty in the final. Rotter (1967) defined that trust is an individual promise, any kind of statement or a word that could rely upon. This definition points to the fact that trust focuses on an expectancy and a promise of one party to rely other side which may opened a way to commitment. Additionally, Anderson and Narus (1990) stated that trust involves a competence and benevolence of one partner that will create a positive outcome as enduring relationship with the other partner. The definition for the trust is willing to rely on a reliable partner (Moorman et al., 1992, p.314). The trust is the one side's belief that partner will have trustworthy behavior and always positive outcomes. Unless unexpected result would be occurred, it would create unexpected results in relation though (Anderson & Narus, 1990, p.42-58). Performing these positive outcomes are expected by confidently reliable partner (Morgan and Hunt, 1994, p.20-38). Trust has two general approaches for definition. The first one is an expectance, faith or sentiment from a party's reliability (Blau, 1964; Pruitt, 1981; Rotter, 1967). The second approach is behavioral reliance on the partner. The behaviors that reliability from one side to other side and it includes risk of unknown and uncertain on trusted side (Coleman, 1990; Deutsch, 1962; Giffin, 1967; Zand, 1972). Both belief and behavioral intention components must be included in a relation in order to be a trusted one. Otherwise if one partner believes that other partner is trustable but not reliable, this trust relation would be limited and reliance is a key point of power and control beyond the trust. Rousseau et al. (1998) defined that

trust is a psychological circumstance that one side acceptance of other side's positive behavior expectations. Both of the sides must be prone for trust relation in order to be operational (Doney & Cannon, 1997, p. 35-51). Claro et al (2006) defined that trust is, understanding of one side's belief about companion which is sincere and trustworthy, spoken or written promises (Ganesan, 1994). Trust exists when a party has faith or confidence in the integrity and reliability of their partner (Gundlach et al., 1995; Morgan and Hunt, 1994). In the literature, trust has been studied extensively and has been mostly defined as a feeling of expectations that one partner would be evaluated by the other partner on its expertise and reliability (Moorman, Zaltman and Deshpande, 1992). Trust is the most important factors for building a long-term relationship between the sides. There is evidence supporting the positive effect of trust on commitment in commercial research relationships (Moorman et al., 1992). Some of researchers investigated trust is affected relationship quality thanks to continuum of fulfilling promises (Dwyer et al., 1987; Grönroos, 1990; Hewett and Bearden, 2001). Trust relation ensures a deeper exchange relationships sharing of knowledge (Morgan and Hunt, 1994; Davenport and Prusak, 1998; Dyer and Nobeoka, 2000; Soekjiad and Andriessen, 2003; Moller and Svahn, 2004). It is also a foundation for commitment which leads to customer loyalty (Garbarino and Johnson, 1999; Morgan and Hunt, 1994; Rauyruen and Miller, 2007).

Industrial marketing literature has been defining and explaining trust and trust relations in recent years (de Ruyter et al., 2001; Doney and Cannon, 1997; Smith and Barclay, 1997). Parasuraman et al. (1985) revealed that trust is a master factor for success in service relationships. Berry (1995) suggested that foundation of relationship marketing is trust. Reichheld and Schefter (2000) revealed that in order to make a loyal customer firstly gaining trust is a must. Anderson and Weitz (1989)

investigated in service sector that, a customer trust is all satisfied needs of service that accomplished by service provider.

Indeed, trust is the most essential social norms in literature (Macneil, 1978) and Morgan and Hunt (1994) defined that antecedents of the trust are communication, opportunistic behavior, consequence of the trust is shared values.

3.2. Communication

Communication quality and exchange of the information is an important factor in business relations (Mohr, Fisher & Nevin, 1996). Communication has been studied by different researcher and there are lots of definitions as formal or informal information changes among the partners (Anderson & Narus, 1990; Goodman & Dion, 2001; Cannon & Perrault, 1999; Lusch & Brown, 1996; Heide & John, 1992). Exchange or sharing information is a relational norm that powered and also measured by qualities and amount of communication behaviors among the sides (Mohr, Fisher, and Nevin 1996). Cannon and Perreault (1992) studied subject of customer evaluations of the supplier and determinants of the seller-buyer relationships and revealed that association among the sides is impossible without relationship connectors who are responsible for information exchange. Mohr and Spekman (1994) defined that communication is an important indicator for evaluating of the success of relationships and also a key variable in industrial marketing relationship. Dwyer, Schurr and Oh (1987) stated that a relationship is impossible when it does not include any communication among the sides which is subjected needs, wants, priorities and private subjects. Moreover, in supply chain subject, relationships success in information systems, which support in logistics, is directly proportionate to quality and quantity of information exchange (Daugherty, Meyers & Richey, 2002).

Anderson and Weitz (1985) revealed that communication is an important tool which is decreasing informal communications and resulting ambiguousness among the sides and increasing bilateral understanding of perceptions and expectations. Anderson and Weitz (1992) found that communication positively affect commitment in distribution channel. Mohr, Fisher and Nevin (1996) had a similar result with empirical models. Trust and communication relation has been studied with different researcher in different markets. Morgan and Hunt (1994) studied communication as an antecedents of trust in the study of trust-commitment key mediating variable model and reported a correlation of 0.59 between communication and trust. Moorman, Zaltman, and Deshpandé (1993) found that communication on time is increasing trust relations. Moreover, Anderson and Weitz (1989) and Mohr and Nevin (1990) found similar results as Moorman, Zaltman and Deshpandé but their findings indicate that relation between communication and trust is bidirectional. Anderson and Narus (1990) revealed that communication has a positive effect on trust in manufacturer–distributor relationships. Similarly, De Ruyter et al. (2001) found similar results in high-technology markets or Mohr et al. (1996) in conventional channel. Finally, Smith and Barclay (1997) investigated partnership selling effectiveness and got a point on positive effect for communication on trust in their model. Therefore;

H1: There is a positive relation between trust and communication.

3.3. Opportunistic Behavior

Williamson (1975) defined that opportunistic behavior is a lack of objectivity, neutrality or honesty in transactions and including self-interest seeking with guile. In previous studies, opportunistic behavior has a negatively impact on trust relations (Mukherjee & Nath, 2003, 2007; Shergill, 2005; Jeong & Oh, 2017; Cheng et al.,

2008; Morgan and Hunt, 1994). In intraorganizational relationships, opportunistic behavior could be defined as one side's inappropriate behaviors with his agreements or contracts (Wathne and Heide, 2000, p.36-51). All behaviors which subvert common goals and targets, for accomplish own goals is defined as opportunistic (Das, 2006, p.1-21). Opportunistic behavior has been studied in literature with different perspectives. Some researches indicate that opportunistic behavior has a negative effect on future interactive relations (Brown, Dev & Lee 2000; Hill, 1990; John, 1994), a negative influence on trust (Morgan and Hunt, 1994; Panteli & Sockalingam, 2005; Wong & Chan, 1999; Moore, 1999; Blau, 1964). Ganesan (1998) investigated this subject in long term relationship exchanges and found that trust has a decrease effect by opportunistic view at the sides. Cheng et al. (2008) found that opportunistic behavior has the most decrease effect on knowledge sharing and also trust.

Therefore;

H2: There is a negative relation between trust and opportunistic behavior.

3.4. Shared Values

Shared values had been defined by Morgan and Hunt (1994) that substantial common goals, principles, believes or behaviors among the partners. Shared values are common norms which are contributed by members of partnership (Thibaut & Kelley, 1959). Kelman (1961) proposed that having the same values with other group has a positive effect for their relationship. Mosavi and Ghaedi (2012) revealed that partners, which have common believes on the subject as positive or negative, are more important for each other. It means both parties have common beliefs in quality work, teamwork, employee capability, and good corporate atmosphere. Shared values

may be considered a variable linking among whether the focal firm and the partner firm or the focal firm and its employees together. The link between a firm and its employees is considered as convenience of organization (Caldwell & O'Reilly, 1990; Chatman, 1989) which often has an effect on organizational commitment (Chatman 1991; Kelman 1961). Shared values is defined as the values shared by both of the sides. Cheng et al. (2007), investigated shared values subject in supply chain relationships and found positive effect of shared values to increasement quality of relationship and a result of it, trust relation has been accomplished. It is an important tool to understand partner's behaviors and goals (Dwyer et al., 1987; Anderson & Weitz, 1989; Sahay, 2003). Dwyer, Schurr and Oh (1987) and Morgan and Hunt (1994) considered commitment-trust constructs and they found a positive effect of shared values among these constructs. Different researchers reached similar results on the subject of shared values and trust positive relations. Shared values creates a foundation and also development of trust based relationships (Nicholson et al.,2001; Morgan and Hunt, 1994; Dwyer et al., 1987; Lewicki et al., 1998; Barber, 1983; Jones & George, 1998). The partners who have similar shared values are committed to rely on each other and result of this reliance, they would have increased their trusted relationship (Morgan and Hunt,1994). Therefore;

H3: There is a positive relation between trust and shared values.

3.5. Relationship Commitment

Relationship commitment has been investigated in recent literature and concluded that it is an important construct in marketing literature (Dwyer et al., 1987; Hennig-Thurau et al., 2002). Meyer and Allen (1984) defined that relationship commitment is one of partner's beliefs that their relationship is so important (Dwyer,

Schurr & Oh, 1987; Garbarino & Johnson, 1999). Relationship commitment could be survived till one exchange partner believing that an ongoing relationship is so important and it brings on maximum effort to maintain that relationship (Garbarino and Johnson, 1999). Commitment is an exchange party's long-term desire to maintain a valuable ongoing relationship (Moorman et al., 1992; Morgan and Hunt, 1994). This creates a higher level of obligation for a better successful relationship that satisfy the sides and also beneficial for each one (Gundlach et al, 1995; Morgan ant Hunt, 1994). Commitment can be defined as all efforts for continuity for relationship (Dwyer et al., 1987; Keh & Xie, 2009), committed behaviors by the partners that generating value and benefits both the part (Hardwick & Ford, 1986). Moorman et al. (1992) suggested that customers who are committed to a relationship might have a greater propensity to act because of their need to remain consistent with their commitment. Bennett (1996) studied this subject in buyer seller relations and found that customer commitment is directly affected by seller's performance on need of customer. Dwyer et al. (1987) revealed that firms could get benefits from high committed customer profiles and commitment from their current customers. Relationship commitment has been developed from the notion of relationship marketing which is increasingly important in the business relationships (Crosby, Evans & Cowles, 1990; Dorsch, Swanson & Kelly, 1998). Relationship commitment is founded as key account construct in relationship marketing (Dwyer, Schurr & Oh, 1987; Moorman, Zaltman & Deshpande, 1992; Garbarino & Johnson, 1999; Pritchard et al., 1999). Cook and Emerson (1978) had a result with previous studies except social from economic exchange in literature. Berry and Parasuraman (1991) defined that commitment is a foundation for relationship in service marketing. Successful industrial marketing relationships would have accomplished with committed customers (Dwyer, Schurr & Oh, 1987; Gundlach

& Murphy, 1993). Committed partners have a long term looking view and consider profit maximations of their transactions (Ganesan, 1994; Gundlach & Murph, 1993; Moorman, Zaltman & Deshpande, 1992; Liang & Wang, 2007; Korathad, 2017).

Therefore;

H5: There is a positive relation between shared values and relationship commitment.

There are numerous researches that define that trust is an antecedents of relationship commitment (Garbarino & Johnson, 1999; Morgan & Hunt, 1994; Coote et al., 2003; Geyskens et al., 1999; Anderson & Weitz, 1989; Palmatier et al., 2006; Lohtia et al., 2005). Morgan and Hunt (1994) pointed out that partners would trust their relationships who enjoy to being a member of group, is committed. Information or experience sharing, gaining benefits creates a trusted relationship which is a basis of committed relationship having a positive and beneficial effect in transactions.

Therefore;

H4: There is a positive relation between trust and relationship commitment.

3.6. Relationship Strength

Relationship commitment is an exchange party's long-term desire to maintain a valuable ongoing relationship (Moorman et al., 1992; Morgan and Hunt, 1994). This creates a higher level of obligation for a better successful relationship which satisfies the sides and also beneficial for each one (Gundlach et al, 1995; Morgan ant Hunt, 1994). Storbacka et al. (1994) defined relationship strength which is considered repeated purchases and communication behaviors in the same time. Strong, intense and deep relationships are more powerful and more resistance to continue in future (Wong and Sohal, 2004, p. 244-254). Magnitude of relationship strength is an

indicator of loyal customer. Positive image, that customers have, creates word-of-mouth positively. The recommendation of trusted customer affects other possible new customers who are considering their advice. According this knowledge, Bove and Johnson (2001) defined that relationship strength is degree, magnitude or dimension of customer's trust and levels of relationship commitment in different service providers. Therefore;

H6: There is a positive relation between relationship commitment and relationship strength.

3.7. Relationship Quality

Relationship quality could be defined that the level of expectation, predictions, goals and desires of whole relationship that perceived by customer (Jarvelin and Lehtinen, 1996, p. 243-254). Relationship quality is a key tool that the render of customer's which have committed and strong relationship and also loyal to the firm (Berry and Parasuraman, 1991). Relationship quality concept has been prominent in relationship marketing literature (Crosby, Evans & Cowles, 1990; Dwyer, Schurr & Oh, 1987). In the literature, there are lots of researches subjected trust, commitment and relationship quality (Dwyer & Oh, 1987; Moorman et al., 1992) or subjected trust, commitment and satisfaction (Anderson & Narus, 1990; Dwyer et al., 1987; Morgan and Hunt, 1994). Relationship quality is consisted in trusted and strengthen relationships among sides (Wong and Sohal, 2004). High level of satisfaction, trust and minimum opportunism is made distinction relationship quality (Dwyer and Oh, 1987, p. 347). A satisfied customer is an evidence firm's future performance and successful long term relationship is a result of relationship quality (Bejou, 1996, p.137).

Therefore;

H7: There is a positive relation between relationship strength and relationship quality.

3.8. Consumer Loyalty

Oliver (1999) defined that loyalty is a type of commitment for a brand or a product and in future repeated transaction choices of same product or brand. It is defined as retention (Pritchard & Howard, 1999, p. 2-10), returns of customers, references of business, providing word-of-mouth strongly, publicity (Bowen & Shoemaker, 1998, p. 12-25), as a key factor for long term business (Rust & Zahorik, 1993, p. 193-215). Loyal customers generally repurchase the product of the firm and less likely to switch the brand considering the ordinary one.

3.8.1. Purchase and Attitudinal Loyalty

Relationship strength is defined as degree, magnitude or extent of trust and levels of commitment toward different service providers (Bove & Johnson, 1999, p.45-85). Strong, intense and deep relationships are more powerful and more resistance to continue in future (Wong & Sohal, 2004, p. 244-254). Loyalty is defined as a key factor for long term business (Rust & Zahorik, 1993; Sheaves & Barnes, 1996) and building relationship with a customer is a good way to retain loyal customers in long term. Barnes (1997) revealed that an authentic relationship could only retained in the long term period. Long term relation is a well indicator of strengthen relationships. Definitions of brand loyalty emphasizes two different aspects as behavioral loyalty and attitudinal loyalty (Aaker, 1991; Assael, 1998; Day, 1969; Oliver, 1999). Behavioral loyalty consists of repeating purchases, attitudinal loyalty involves a dispositionary commitment and privatized value on brand (Chaudri & Holbrook, 2001, p.82) Trusted brands' products are repurchased more often

comparing the others. They are evoked higher extent of attitudinal loyalty (Chaudhuri and Holbrook, 2001, p.81). Therefore;

H8a: There is a positive relation between relationship strength and attitudinal loyalty.

H8b: There is a positive relation between relationship strength and behavioral loyalty.

Various aspects of relationship quality studies revealed that, within a high level of relationship quality in relation creates a higher level construct that is including trust and satisfaction (Crosby et al., 1990, p.68-81). High relationship quality implies that customers could rely on the service provider entirety and future performance because satisfactory level of past performance (Wong and Sohal, 2006, p.249). Therefore;

H9a: There is a positive relation between relationship quality and attitudinal loyalty.

H9b: There is a positive relation between relationship quality and behavioral loyalty.

3.9. Research Model

The study of examination of relation between consumer's trust – loyalty, the concept of model has been designed power of three models of different studies. The generated model located below that tries to examine the relationship between consumer's trust – loyalty with relationship marketing in industrial markets which is generated based on existing literature.

Examination of the relation between consumer's trust – loyalty within relationship marketing in Industrial markets

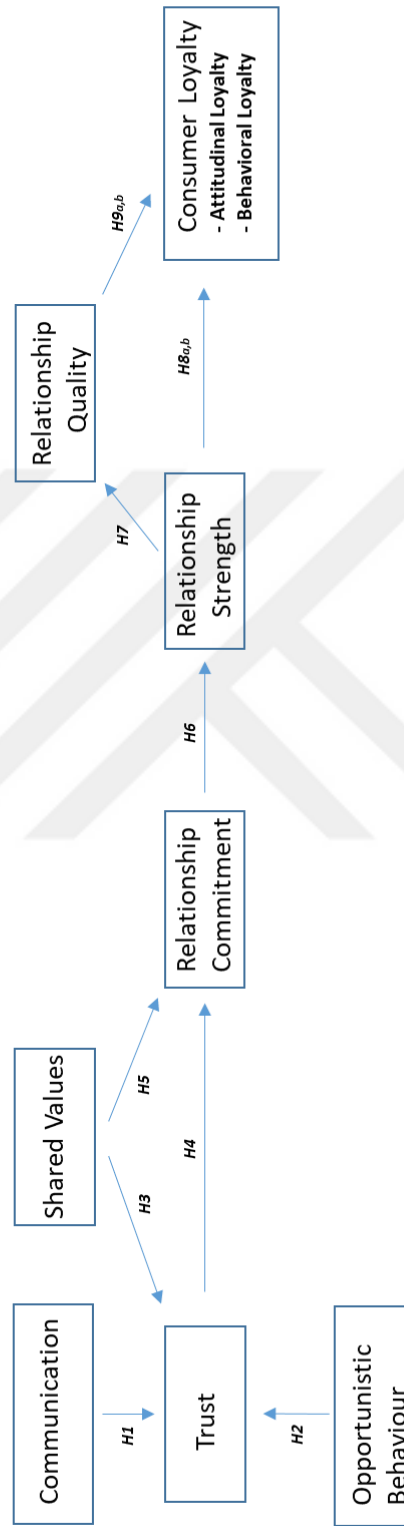


Figure 6 Trust- Loyalty Model

4. THEORITICAL FRAMEWORK

This part is focusing to identify the procedure and methods that are used for this research. It is consisting and validating research model shown in *Figure 6*. This chapter will also outline preliminary studies, research strategy and employed methods to collect data for responding research questions. In order to test the hypotheses, this study uses a structured questionnaire focusing on trust – loyalty relations considering antecedents of trust.

4.1. Research Design

With this part, as a part of quantitative research method, the survey will be measured the constructs according the design of the study.

4.1.1. Measurement Instrument and Questionnaire Design

Measurement items are mainly adapted from previous used scales of trust-loyalty from literature with acceptable levels of validity and reliability. Attitudinal and behavioral loyalty questions adapted to questionnaires' in order to measure loyalty scale deeply. The survey is quantitative and sample group is selected among companies in steel and fiberglass pipe industry in some cities of Turkey as Istanbul, Ankara, Erzurum, Samsun, Trabzon and others. The questionnaire includes multi-item measures from literature which are shared values (Enz, 1988), communication, trust and commitment (Morgan and Hunt, 1994), opportunistic behavior (George, 1984), relationship strength (Barnes, 1997), relationship quality (Wong and Sohal, 2006), attitudinal loyalty and behavioral loyalty (Parasuraman, 1994) as shown in *Table 1*.

Table 1 Items used in the study and their corresponding sources

Construct	Items	Source
Shared Values	"Please indicate the degree to which you believe that your supplier would agree with "to succeed in this business, it is often necessary to compromise one's ethics."	Enz (1988)
	"Please indicate the degree to which you believe that you would agree with "to succeed in this business, it is often necessary to compromise one's ethics."	
	"Please indicate the degree to which you believe that your supplier would agree with "If an employee is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she should be promptly reprimanded"	
	"Please indicate the degree to which you believe that you would agree with "If an employee is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she should be promptly reprimanded"	
Communication	"In our relationship, my major supplier keeps us informed of new developments"	Morgan And Hunt (1994)
	"In our relationship, my customer keeps us informed of new developments"	
Opportunistic Behavior	"To accomplish his own objectives, sometimes my supplier alters the facts slightly"	George (1984)
	"To accomplish his own objectives, sometimes my supplier promises to do things without actually doing them later."	
Trust	"In terms of my experience with pipe firm;"	Morgan And Hunt (1994)
	"The employees of pipe firm can be trusted at all the times"	
	"pipe firm can be counted on to do what is right"	
	"The employees of pipe firm have high integrity"	
Commitment	"I am very committed to maintain my relationship with the employees of pipe firm"	Morgan And Hunt (1994)
	"My relationship with the employees of pipe firm is very important for me."	
	"I plan to maintain my relationship with the employees of pipe firm"	
Relationship Strength	"What's your overall assessment of the strength of your relationship with pipe firm to be?"	Barnes (1997)
	"What's your overall assessment of the strength of your relationship with the employees on pipe firm?"	

Relationship Quality	"What's your overall assessment of the strength of your relationship with pipe firm?"	Wong and Sohal (2006)
	"How strong would you like to strength of your relationship with the employees of pipe firm?"	
Behavioral Loyalty	"I say positive things about pipe firm to other people"	Parasuraman (1994)
	"I recommend pipe firm to someone who seeks my advice"	
	"I encourage friends and relatives to trade with pipe firm"	
Attitudinal Loyalty	"I consider pipe firm my first choice in the next few years"	Jacoby and Chestnut (1978)
	"I will buy this brand the next time I buy"	
	"I intend to keep purchasing this brand"	
	"I am committed to this brand"	
	"I would be willing to pay a higher price for this brand over other brands"	

The surveys for some constructs are specialized for pipe industry. All items are translated to Turkish. Scales are measured by likert scale with five end-points as 1 value for strongly disagree to 5 value for strongly agree.

4.2. Data Collection, Sampling and Analysis

The main aim of this study is analyzing trust and loyalty relation in pipe industry in Turkey market. Based on items in the literature and the definitions established in our research, a pool of sample in pipe industry is generated. To operationalize the research model, an online survey is used for data collection. An email message had been sent which introduced purpose of the study and invited respondents to attend in the survey. More than 500 questionnaire emails are distributed but only 270 are collected. Missing or problematic data were cleaned before any analysis. The final usable sample was 250 participants and their surveys in

pipe industry. Survey had two parts. The first part asked for demographic information about the participants with five questions. The second part is used for collecting data on the variables. The designed survey is presented in the Appendix A.



5. RESULTS

This chapter will outline the main results of the analysis. It will be designed in three segments. First the descriptive statistic of the sample will be briefly explained. Secondly, the results of the factor and reliability analyses will be presented for each dimension of shared values, communication, opportunistic behavior, trust, commitment, relationship strength, relationship quality, behavioral loyalty and attitudinal loyalty. Finally, after factor, reliability and correlation analyses, result of regression analysis will be presented to show the relationship between the constructs in the model.

5.1. Descriptive Statistics

The descriptive analysis results of sample are shown in Table 2 . Total sample is consisted of 250 participations. In Turkey pipe industry, there is great difference for the number of male employees to female. According the descriptive results, overall male respondents are 70% and female respondents are only 30%. Procurement staff in companies is generally 24-35 aged as experts and leader, 35-50 aged as managers and executers as their titles of business. This survey is responded by high percentage of employees who are 24-35 aged participations, under graduate educated and 5-10 years' job experienced. It can be revealed that this survey is responded by a sample that is segmented y generation in marketing.

Table 2 Descriptive Analysis of Survey

Gender	Frequency	Percent	Age	Frequency	Percent
Male	175	70	18-24	13	5.2
			24-35	121	48.4
			35-50	81	32.4
Female	75	30	50-60	35	14
Job Experience	Frequency	Percent	Education	Frequency	Percent
1-3 years	25	10	Doctorate	1	0.4
3-5 years	27	10.8	Graduate	96	38.4
5-10 years	73	29.2	Under Graduate	144	57.6
10-20 years	70	28	High School	9	3.6
20-30 years	55	22			

5.2. Data Analysis

Data was analyzed using SPSS 25.0 program as factor, reliability, correlation analyses were followed by regression analysis.

5.2.1. Factor and Reliability Analyses

A theoretical assumption is done for the model which is consisting 9 dimensional structure of model. Exploratory factor analysis is a useful statically method that is targeting reducing great numbers of variables to smaller common clustered factor or components. It is provided by factor extraction or rotation which collect variables moving together. According the knowledge, this study is selected

exploratory factor analysis. Factor analysis is conducted to test the dimensionality of trust-loyalty with nine factors, the results are showed in Appendix E. Firstly, Kaiser Meyer Olkin (KMO) and Barlett's tests are showing the appropriateness of the sample data for factor analysis were done.

Table 3 KMO and Barlett's test results for all constructs

KMO and Barlett's Test		Shared Values	Opportunistic Behavior	Trust	Communication
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842	0.500	0.771	0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	609.784	163.092	854.577	133.133
	df	6	1	3	1
	Sig.	.000	.000	.000	.000
KMO and Bartlett's Test		Commitment	Relationship Strength	Relationship Quality	Customer Loyalty
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.759	0.500	0.500	0.826
Bartlett's Test of Sphericity	Approx. Chi-Square	523.822	73.209	138.451	1506.697
	df	3	1	1	28
	Sig.	.000	.000	.000	.000

Factorial simplicity index (KMO) is defined as sampling adequacy index for each variable in the model for factor analysis. Measurement KMO values in this study are calculated 0.5 to 0.842. This results may see in *Table 3*. Kaiser (1974) revealed that, KMO value is acceptable but miserable for 0.5 but it is not acceptable whether it is below 0.5. According this information all KMO values greater or equal to 0.5 and accepted for factor analysis in this study. Bartlett Test of Sphericity is an indicator for strength of the relationship. It is actually a measure of a multivariate normality of set

of distribution. The significant value for all constructs are 0.00 and less than 0.05 indicates that these data are thus approximately multivariate normal and acceptable for further analysis (Pallant, 2013; Field, 2000). All dimensions are analyzed by factor analysis. Principal component analysis and varimax rotation is used for calculating factor loadings. Shared values, opportunistic behavior, trust, communication, commitment, relationship strength and relationship quality constructs have one single factor. The reason for one single component, factors loadings are not rotated. Their variances are located among 77.14% to 97.32%. Customer loyalty has two factors as behavioral and attitudinal loyalty. All constructs' factor and reliability test results are located in *Table 4*.

Table 4 Factor and reliability test results for constructs

Factor	Item Number	Variance Explained	Communalities	Cronbach's Alpha
Shared Values	Please indicate the degree to which you believe that your supplier would agree with "to succeed in this business, it is often necessary to compromise one's ethics."	77.14%	1	0.901
	Please indicate the degree to which you believe that you would agree with "to succeed in this business, it is often necessary to compromise one's ethics."		1	
	Please indicate the degree to which you believe that your supplier would agree with "If an employee is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she should be promptly reprimanded"		1	
	Please indicate the degree to which you believe that you would agree with "If an employee is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she should be promptly reprimanded"		1	

Factor	Item Number	Variance Explained	Communalities	Cronbach's Alpha
Opportunistic Behavior	In our relationship, my major supplier keeps us informed of new developments	84.38%	1	0.818
	In our relationship, my customer keeps us informed of new developments		1	
Trust	To accomplish his own objectives, sometimes my supplier alter the facts slightly	97.32%	1	0.96
	To accomplish his own objectives, sometimes my supplier promises to do things without actually doing them later.		1	
	The employees of pipe firm can be trusted at all the times		1	
Communication	Pipe firm can be counted on to do what is right	82.25%	1	0.782
	The employees of pipe firm have high integrity		1	
Commitment	I am very committed to maintain my relationship with the employees of pipe firm	93.34%	1	0.915
	My relationship with the employees of pipe firm is very important for me.		1	
	I plan to maintain my relationship with the employees of pipe firm		1	
Relationship Strength	What's your overall assessment of the strength of your relationship with pipe firm to be?	75.30%	1	0.671
	What's your overall assessment of the strength of your relationship with the employees on pipe firm?		1	
Relationship Quality	What's your overall assessment of the strength of your relationship with pipe firm?	82.73%	1	0.791
	How strong would you like to strength of your relationship with the employees of pipe firm?		1	

Factor	Item Number	Variance Explained	Factor Loading	Cronbach's Alpha
Behavioral Loyalty	I say positive things about pipe firm to other people	34.68%	0.903	0.923
	I recommend pipe firm to someone who seeks my advice		0.909	
	I encourage friends and relatives to trade with pipe firm		0.868	
Attitudinal Loyalty	I consider pipe firm my first choice in the next few years	40.87%	0.658	0.872
	I will buy this brand the next time I buy		0.861	
	I intend to keep purchasing this brand		0.854	
	I am committed to this brand		0.854	
	I would be willing to pay a higher price for this brand over other brands		0.66	

Hair et al. (2010) defined reliability as an assessment of the degree of consistency between multiple measurements of a variable. Hair et al. (2010) indicates that coefficient alpha 0.7 or higher suggests good reliability. Reliability value among 0.6 and 0.7 could be acceptable. After constituting factors, reliability analysis is done for each factor. Cronbach's alpha scores valued 0.671- 0.96. Results in *Table 4* are showing that the scales developed in this study are acceptable and reliable measures.

5.3. Correlation Analysis

In order to analyze and compare the direct relationship of each factor (hypotheses) and item-to-item correlations were examined. Hair et al. (2010) revealed that partition statically significance is an indicator of partitioned correlation and the value of it would be 0.7 as high. Pearson correlation results are shown in *Table 5*. Dimension in this study have 0.777 – 0.916 valued partitioned correlation coefficients. The results show that there are strong and positive correlations among the constructs. On the other hand, considering independent variables, implying that

5.4. Regression Analysis

Prediction for one single dependent variable from more independent variable, this type of analysis is known regression analysis in literature (Hair et al.,2010). If independent variable in one, this is called as simple regression, if more than two independent variables, it is called multiple regression method. Multiple stepwise method is used for better explanation of variables of the model (Hair et al., 2010; Saglik et al., 2015).

Table 6 Regression Analysis Results

Dependent Construct	R ²	F	Independent Construct	Unstd. Coe. Beta	t	Sig.
Trust	0.893	687.021	Constant	-0.025	-0.436	0.663
			Communication	0.525	12.855	0
			Shared Values	0.373	8.535	0
			Opp_Behavior	0.106	3.683	0
Relationship Commitment	0.791	468.569	Constant	0.199	2.713	0.007
			Shared Values	0.666	10.466	0
			Trust	0.223	3.666	0
Relationship Strength	0.6635	488.911	Constant	0.629	7.799	0
			R.Commitment	0.728	22.111	0
Attitudinal Loyalty	0.7083	299.841	Constant	0.433	5.423	0
			R.Strength	0.326	4.046	0
			R.Quality	0.471	6.122	0
Relationship Quality	0.8347	1252.739	Constant	0.139	2.127	0.034
			R.Strength	0.957	35.394	0
Behavioral Loyalty	0.604	378.09	Constant	0.453	4.51	0
			R. Strength	0.793	19.445	0
Behavioral Loyalty	0.676	518.091	Constant	0.284	2.983	0.003
			R.Quality	0.88	22.762	0
Behavioral Loyalty	0.68	262.792	Constant	0.519	6.036	0
			R. Strength	0.153	1.761	0.079
			R. Quality	0.636	7.683	0

According the model, trust is selected for dependent variable and other factors are selected independent variable as opportunistic behavior, shared values and communication. Stepwise method is selected for trust, opportunistic behavior, shared values and communication in regression analyses. It is decided multiple regression analysis for trust and antecedents of trust as opportunistic behavior, shared values and communication within value of $R^2=0.893$, $F= 687.021$ and $p=0.000<0.005$. Results are shown in *Table 6*. The results ($p=0<0.05$) show that independent variables (opportunistic behavior, shared values, communication) are significantly contribute to dependent variable (trust). Data's for further analysis are located in *Table 12*, *Table 13* in Appendix F. Highest VIF score among constructs (shared values = 4.028) is lower than 10 shown in *Table 12*. Secondly, highest Eigen Value for independent construct to lowest Eigen Value (3.930/0.09) is $434.75>1$ shown in *Table 13*. Thirdly, highest value of condition index is lower than 30 in *Table 13* (20.851). The results show that no strong correlation between independent variables is approved. Communication, opportunistic behavior and shared values together explain 89.3% of trust ($R^2 = 0.893$) and thus show their good explaining power, particularly communication with its stronger effect ($\beta = 0.525$, $t= 12.855$) than shared values ($\beta = 0.373$, $t= 8.535$) and opportunistic behavior ($\beta = 0.106$, $t= 3.683$) on trust showed in *Table 6*. These results demonstrate that communication, shared values and opportunistic behavior are important antecedents of trust. Hypotheses 1,2,3 are supported. The regression equation is written according to the values of unstandardized coefficients in *Table 6*.

Trust = $-0.025 + (0.525 * \text{Communication}) + (0.373 * \text{Shared Values}) + (0.106 * \text{Opportunistic Behavior})$.

As the second part of the model, relationship commitment is selected for dependent variable, shared values and trust are selected independent variable.

Stepwise method is selected for regression analyses among these constructs. It is decided multiple regression analysis between trust, shared values and relationship commitment within value of $R^2=0.791$, $F= 468.569$ and $p=0.000<0.005$ shown in *Table 6*. The results ($p=0<0.05$) show that independent variables (shared values and trust) are significantly contribute to dependent variable (relationship commitment). Data's for further analysis are located in *Table 16* and *Table 17* in Appendix F. Highest VIF score among constructs (shared values = 4.896) is lower than 10 shown in *Table 16*. Secondly, highest Eigen Value for independent construct to lowest Eigen Value ($2.956/0.006$) is $492.6>1$ shown in *Table 17*. Thirdly, highest value of condition index is lower than 30 in *Table 17* (21.524). The results show that no strong correlation between independent variables is approved. Shared values and trust together explain 79.1% of relationship commitment ($R^2 = 0.791$) and thus show their good explaining power, particularly shared values on with its stronger effect ($\beta = 0.666$, $t=10.466$), than trust ($\beta = 0.223$, $t= 3.666$) on relationship commitment. Results may be seen in *Table 6*. Results show that shared values and trust have an important effect on relationship commitment. Hypotheses 4,5 are supported. The regression equation is written according to the values of unstandardized coefficients in *Table 6*.

$$\text{Relationship Commitment} = 0.199 + (0.666 * \text{Shared Values}) + (0.223 * \text{Trust})$$

According to the model, relationship strength is selected for dependent variable and relationship commitment is selected independent variable. According the literature, Hair et al. (2010) revealed that if the problem includes one single independent variable, at this point, type of the statically method is selected as simple regression. With this knowledge simple regression model is employed and resulted of analysis between relationship strength and relationship commitment within value of $R^2=0.663$, $F= 488.911$ and $p=0.000<0.005$. Relationship commitment explain 66.3%

of relationship strength with a good explaining power ($R^2 = 0.663$). Results may be seen in overall regression results table as *Table 6*. Results show that relationship commitment has an important effect on relationship strength. Hypothesis 6 is supported. The regression equation is written according to the values of unstandardized coefficients in *Table 6*.

$$\text{Relationship Strength} = 0.629 + (0.728 * \text{Relationship Commitment})$$

According the model, relationship quality is selected for dependent variable and relationship strength is selected independent variable. Simple regression model is employed and resulted of analysis between relationship quality and relationship strength within value $R^2=0.8347$, $F= 1252.739$ and $p=0.000<0.005$. Relationship strength explain 83.4% of relationship quality with a good explaining power ($R^2 = 0.83547$). Results are located in *Table 6*. Results show that relationship strength has an important effect on relationship quality. These results demonstrate that relationship strength plays a major role on relationship quality. Hypothesis 7 is supported. The regression equation is written according to the values of unstandardized coefficients in *Table 6*.

$$\text{Relationship Quality} = 0.139 + (0.957 * \text{Relationship Strength})$$

According the model, attitudinal loyalty is selected for dependent variable, relationship quality and relationship strength are selected independent variable. Stepwise method is employed for regression analyses among these constructs and resulted analysis between attitudinal loyalty, relationship quality and relationship strength within value of $R^2=0.708$, $F= 299.841$ and $p=0.000<0.005$. The results are shown in *Table 6*. The results ($p=0<0.05$) show that the independent variables (relationship quality and relationship strength) are significantly contribute to

dependent variable (attitudinal loyalty). Data's for further analysis are located in *Table 26* and *Table 27* in Appendix F. Highest VIF score among constructs (relationship strength = 6.051) is lower than 10 shown in *Table 26*. Secondly, highest Eigen Value for independent construct to lowest Eigen Value in *Table 27* ($2.964/0.004$) is $741 > 1$. Thirdly, highest value of condition index is lower than 30 in *Table 27* (26.270). The results show that no strong correlation between independent variables is approved. Relationship quality and relationship strength together explain 70.8% of relationship commitment ($R^2 = 0.708$) and thus show their good explaining power, particularly relationship quality on with its stronger effect ($\beta = 0.471$, $t = 6.122$), than relationship strength ($\beta = 0.326$, $t = 4.046$) on attitudinal loyalty. Results shows that relationship quality and strength have an important effect on relationship attitudinal loyalty. Hypotheses 8a, 9a are supported. The regression equation is written according to the values of unstandardized coefficients in *Table 6*.

Attitudinal Loyalty = $0.433 + (0.471 * \text{Relationship Quality}) + (0.326 * \text{Relationship Strength})$.

Hair et al. (2010) defined that assessing multicollinearity on regression analysis includes two-parted process on condition indices and variance coefficients. First is identifying all condition indices above a threshold value which is in a range of 15 to 30. After first step accomplished, second one is a substantial proportion of variance for two or more coefficients is more than 0.9 value. Defined two steps show collinearity between independent variables. VIF (Variance Inflation Factor) is the measure of the effect of one independent variable to another one on a regression. A well-known threshold level for VIF is 10. Greater VIF values denote high collinearity.

5.5. Mediation Model for Relationship Quality

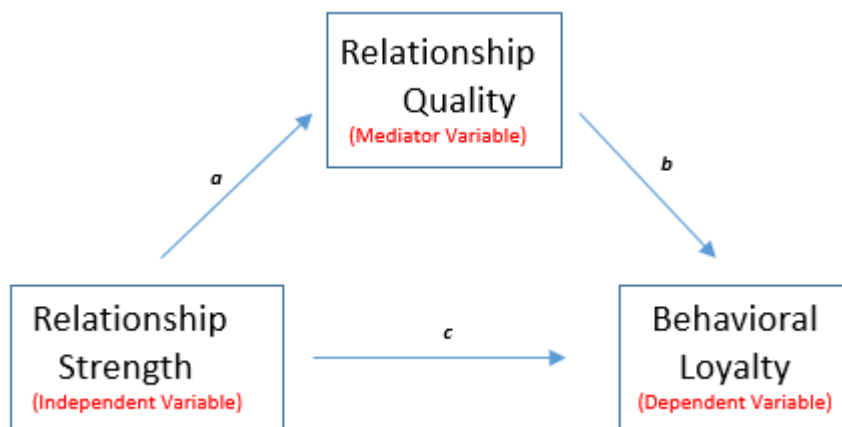


Figure 7 Mediation Model for Relationship Quality

A mediation model between relationship quality, strength and behavioral loyalty is employed. Further support the mediation effects literature knowledge discussed. Kenny and Baron (1986) defined mediation model and described when path b and path c are separately controlled and significantly approved, path a and path b controlled in the same time, path c is no longer significant, it's an important indicator for mediation.

Four our model, path a was analyzed with previous analysis. It was significantly account. Simple regression model is employed and resulted of analysis between relationship quality and relationship strength within value $R^2=0.8347$, $F=1252.739$ and $p=0.000<0.005$. The results are shown in *Table 6*. Relationship strength explain 83.4% of relationship quality with a good explaining power ($R^2 = 0.8347$). These results demonstrate that relationship strength plays a major role on relationship quality.

For analyzing path b, simple regression model is employed and resulted of analysis between relationship quality and behavioral loyalty within value $R^2=0.676$,

$F= 518.091$ and $p=0.000<0.005$. Results are shown in *Table 6*. Relationship quality explains 67.6% of behavioral loyalty with a good explaining power ($R^2 = 0.676$) These results demonstrate that relationship quality plays a major role on behavioral loyalty. Path b significantly accounted.

For analyzing path c, simple regression model is employed and resulted of analysis between relationship strength and behavioral loyalty within value $R^2=0.604$, $F= 378.090$ and $p=0.000<0.005$. Relationship strength explains 60.4% of behavioral loyalty with a good explaining power ($R^2 = 0.604$). Result may be seen in *Table 6*. These results demonstrate that relationship strength plays a major role on behavioral loyalty. Path c significantly accounted.

According the Kenny and Baron mediation model, behavioral loyalty is selected for dependent variable, relationship quality and relationship strength are selected independent variable. Stepwise method is employed for regression analyses among these constructs and resulted analysis between behavioral loyalty, relationship quality and relationship strength within value of $R^2=0.68$, $F= 262.792$ and $p=0.079>0.005$. Results are shown in *Table 6*. Both independent variable - mediator variable is significantly accounted ($p=0.00$) and mediator variable – dependent variable is significantly accounted ($p=0.00$). Path a and path b is under control when considering analysis on independent, dependent and mediator variable, a previous significant result is changed and it becomes no longer significant ($p=0.079>0.05$), it is the strongest demonstration of mediation and occurring path c is insignificant (Kenny and Baron, 1986, p.1176). These results show that relationship quality is partial mediation variable between relationship strength to behavioral loyalty. Hypotheses 8b and 9b are supported.

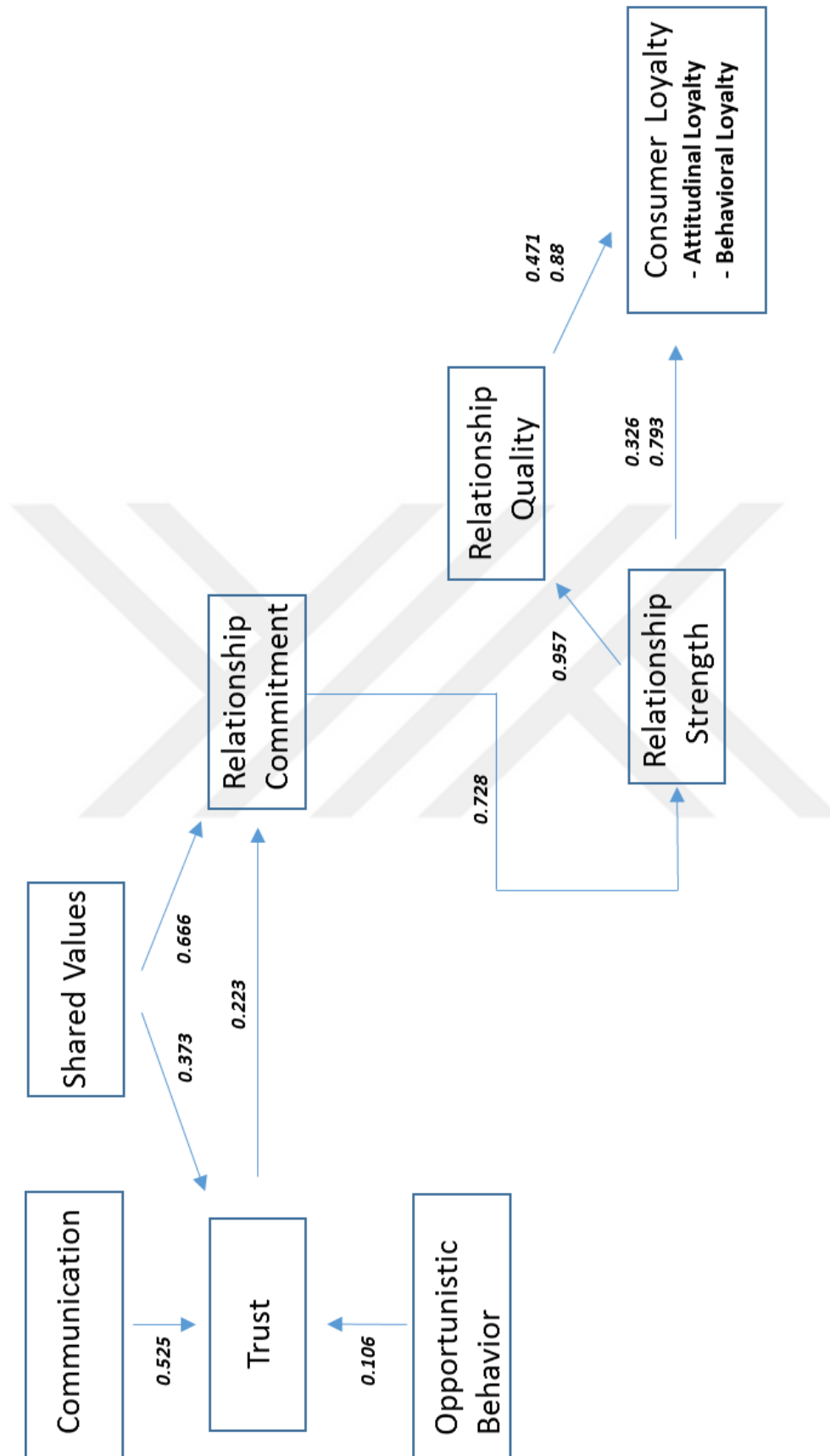


Figure 8 Overall Analysis of Model

6. DISCUSSION

The study of examination of relation between consumer's trust – loyalty, the concept of model has been designed with power of three model of different studies. The main aim of this study is to examine the relationship between trust and customer loyalty in industrial markets. 9 hypotheses have developed for this study and all of them have been tested and supported.

In this study, trust has been examined with its antecedents as communication, opportunistic behavior and shared values. As can be seen *Figure 8* overall analysis of model, hypotheses of the factors including antecedents of the trust and commitment (H1 to H6) are accepted. As the results show that trust is positively affected by shared values 0.373, communication 0.525 and opportunistic behavior 0.106. Analysis defined that there is a good power of variance explain of trust and it is mainly derived from communication, shared values and opportunistic behavior ($R^2 = 0.893$). Particularly communication with its stronger effect 0.525, than shared values 0.373 and finally opportunistic behavior 0.106. These findings affirm H1 to H3 and accord with the previous literature emphasizing trust and antecedents of trust models. Earlier studies, in line with our findings, trust has a positive relation with shared values 0.222, communication 0.145 and negative relation with opportunistic behavior 0.203 for banking sector in New Zealand banks (Shergill, 2005), communication 0.75 in Chinese owned nonwestern industrial markets (Coote et al, 2003), shared values 0.22 (Mosavi and Ghaedi, 2012), communication 0.32 in Indian industrial market (Mandal and Sarathy, 2018), shared values 0.44. Mukherjee and Nath (2003,2007) had investigated these constructs within two different studies. They revealed that trust has positive relation with communication 0.08 and negative relation with opportunistic behavior 0.14 in online banking market in India (2003). The second study showed that

trust has positive relation with shared values 0.52, communication 0.34 and negative relation with opportunistic behavior 0.71 in electronic online retailing markets (2007). These results are different from our findings related to shared values and especially communication. According the results, communication has a powerful rate on creating trust-based relationship on customers. Mohr and Spekman (1994) defined that communication is an important indicator for evaluating of the success of relationships and also a key variable in industrial marketing relationships. After sufficient communication history, the provider or firms could have a value for sharing in industrial markets. On the other hand, electronic banking or retailing markets, shared value and privacy are important indicators of trust (Mukherjee and Nath, 2003). Online banking system would increase cooperative relation with their customer and a results of that increased privacy, data protection and trust would have been occurred. Communication in online is easier in electronic online retailing or banking system than industrial markets. The results support this information. Hypothesis regarding trust, commitment and shared values are analyzed. Analysis defined that there is a good power of variance explain of relationship commitment and it is mainly derived from trust and shared values ($R^2 = 0.791$). Particularly shared values with its stronger effect 0.666, than trust 0.223. These findings affirm H4 and H5 and agree with the previous literature emphasizing the influence trust commitment models similar to trust- customer loyalty models that consider relationship commitment as a construct in their analyses. Earlier studies, in line with our findings trust has positive relation with commitment 0.93 (Bricci et al., 2016), 0.25 (Jeong and Haemoon, 2017), 0.84 (Coote et al., 2003), 0.38 (Mosavi and Ghaedi, 2012), 0.42 (Mandal and Sarathy), 0.31 (Moliner et al., 2013). Mukherjee and Nath (2003) revealed that commitment has positive effect by shared values 0.38 and trust 0.72. Korathad and Boonpattarakan

(2017) had a qualitative research a depth interview in oil and gas companies. They revealed that relationship commitment was found to be an end. If the service providers provided good service quality, had shared values among them, and were believed to have competence trust, then the customers would definitely be committed to stay with the current relationships. They would not seek another alternative. But if the customer's provided services that did not meet their expectations, then they would seek an alternative to replace the current service providers they had been using. All these earlier results of qualitative and quantitative studies are match with our studies' hypotheses results. Hypothesis regarding relationship commitment and relationship strength is supported (H6). The variance explained of the relationship commitment is mainly derived from relationship strength has a good value for analyzing ($R^2 = 0.663$). Relationship commitment has a positive relation with relationship strength 0.72. The findings are supported with earlier studies in literature. Wong and Sohal (2002) revealed that relationship commitment has a positive relationship with relationship strength (0.67) and powered customer relationships need to have committed customer profiles. Strandvik and Grönroos (1994) defined that commitment refers to adaptation processes which are the result of the parties' intentions to act and positive attitudes towards each other and addition relationship strength is achieved by committed customers. Hypothesis regarding relationship strength, relationship quality and attitudinal loyalty are analyzed. As can be seen in *Figure 6* and *Figure 8*, hypotheses regarding the factors leading to relationship strength, relationship quality and attitudinal loyalty (H7, H8a, H9a) are accepted. As anticipated the results show that attitudinal loyalty is positively influenced by relationship quality 0.471, relationship strength 0.326. Analysis defined that there is a good power of variance explain of attitudinal loyalty and it is mainly derived from relationship strength and relationship

quality ($R^2 = 0.708$). Particularly relationship quality with its stronger effect (0.471), than relationship strength (0.326). These findings affirm H7, H8a and H9a and agree with literature emphasizing the effects of relationship quality and customer loyalty models. Earlier studies in line with our findings, Barry and Johnson (2008) studied relationship strength subject in a sample of commercial aviation market. This study reached that relationship quality is positively influences relation strength with a beta value of 0.32. Similarly, Prasad and Aryasri (2008) studied this subject in a food retailing market in India. They revealed that customer loyalty is directly affected by relationship quality 0.811 and beta value of relationship quality 0.785 which approves effects on customer loyalty. The results show that, the better the quality of the relationship between customers and the retail outlet, the more loyal customer accounts they have. Hypothesis regarding relationship strength, relationship quality and behavioral loyalty are analyzed. As can be seen in *Figure 6* and *Figure 8* overall analysis of model, hypotheses regarding the factors leading to relationship strength, relationship quality and behavioral loyalty (H7, H8b, H9b) are accepted. As anticipated the results show that behavioral loyalty is positively affected by relationship quality 0.88, relationship strength 0.793. Analysis defined that there is a good power of variance explain of behavioral loyalty and it is mainly derived from relationship strength ($R^2 = 0.604$) and relationship quality ($R^2 = 0.676$). Particularly relationship quality is a mediator between the relationship strength to behavioral loyalty 0.636. These findings affirm H7, H8b and H9b and agree with literature emphasizing the influence of relationship strength, relationship quality and behavioral loyalty models. Agag (2017) implied that relationship quality has positive impact on buyer repurchase intention 0.58 and buyer loyalty 0.39 in Egyptian business, Bricci et al. (2016) implied that an indicator of relationship quality and satisfaction has a

positive effect of behavioral loyalty 0.36 in distribution sector or Rauyruen et al. (2007) implied that relationship quality is a predictor of customer loyalty. Construct as trust to loyalty or commitment to loyalty, there are numerous studies between these constructs in literature.



7. CONCLUSION

This study affords further insight into trust – loyalty relation in industrial markets as specifically Turkey's pipe market. Hypothesis are tested and confirmed with quantitative method according the model. Survey is used which is developed from past researches in industrial marketing.

In this study, the relationship between trust- customer loyalty are examined differently from the model offered by Wong and Sohal (2006). This study also explores a multidimensional framework for trust- loyalty relation which is adapted with trust and antecedents of trust relations revealed by Morgan and Hunt (1994). Loyalty is detailed and measured with two sub topics as attitudinal and behavioral which is beneficial for researchers to understand customer loyalty levels in Turkey's pipe market deeply.

This study and its results are intending to add beneficial information to literature within three base implications. One of the main implication is about examining how to create a trust based relation considering antecedents in industrial markets. Results show that communication has the biggest impact for creation of trust process among other antecedents of trust. This finding could be beneficial for researchers and marketers and give them an insight into future relationship marketing strategies. The second consequential implication is examining creation of relationship commitment. Shared values has a substantially impact on creation of relationship commitment comparing to trust. Committed customers need same ethical values with their partners. Relationship commitment is an important indicator and also the foundation of customer loyalty. The final implication of this study is behavioral loyalty is more powered in Turkey pipe market. The reason this result is, steel or glass reinforced plastic pipes are completely industrial marketing products that only

considered with technical requests and industrial needs. Trust based customer relations are creating committed customer profiles. Committed customers with repeated transactions final with behavioral loyal customer profiles.

The implications of this study could be helpful particularly for scholars in the field of industrial area researches. This will give them an insight into analyzing customer relations and also get points about relation strategies in marketing micro-environment. Marketing executives of Turkish pipe sector which aim to develop and implement effective strategies can get benefits from this study and generate trust-based relationships on their marketing plans.

As noted, the results of this research could be used for various purposes in different section of industrial markets as a foundation. These findings help explaining the way of loyal based relations. Also, this framework explains that trusted relations create committed customers which have privileged image of the brand. This type of customer profiles is becoming loyal. By means of this study both of researchers or marketers could reach how to apply a relationship marketing strategy in industrial markets.

7.1. Limitations and suggestions for further research

This study aims to make some contributions industrial and relationship marketing literature, there are a few circumscriptions that are revealed from this study which may benefit to future researches.

The limitations of the study are mainly in terms of the sample size and characteristics. The research area is limited to only Turkey pipe market due to financial and technical limitations. If the research is conducted in different countries,

results would be different from this study. Another restriction of the study is associated with the sample and sampling technique. There are only 250 participants in this study. The sample size might be larger for more powerful results. On the other hand, sample is selected among distributors of steel and glass reinforced plastic pipe producers. According the relation between producer and distributor, trust relations would be affected by their commercial relationships. Especially opportunistic behavior results would be different from these if this study would have been considered on a sample which consists only final user customers. On the other hand, sample selection from customers of pipe producers with other raw materials, which are ductile iron, plastic or concrete, would increase and differentiated sample specification. Sample would be expanded in order to get more precise and differentiated data. Considering market realities, industrial companies are high valued, powerful and having famous brand image in consumer minds. This brand equity impacts customers' intentions and opens a way for creation of trust to mentioned brand.

Further studies could focus improvement on our model or considering different samples. The model consists only three antecedents of trust as communication, shared values and opportunistic behavior. Addition other antecedents of trust could be investigated creation of trust relations deeply. Moreover, our study does not include any consequences of trust or relationship commitment variables in model. According KMV model by Morgan and Hunt, both of trust and relationship commitment variables have effects on cooperation variable. New researches could have investigate this part in pipe or other industries. Another improvement topic for model is shared values effects on trust and relationship commitment variables. In our model, the effect of shared values on trust has been studied. Same or shared ethical

values create a foundation of trust and relationship commitment. Mediation model and relations of these variables would be investigated as a new research. Another suggestion for future researches would be studying with differentiated samples in pipe industry with other markets or other industrial markets in Turkey. Selection a customer from a pipe producer for sampling, which are ductile iron, plastic or concrete, would give a chance to analyze on differentiated data on pipe industry deeply. Sample for this study is selected from customers which have trade a famous and a powerful brand. In order to understand brand famous effect on trust – loyalty relation, selecting customers from lower market share owned or infamous brand of pipe producer and analyze the results on same survey answers would be a differentiated study for future researches. It gives a chance to compare and investigate how the brand power effects customer trust and loyalty relations. This would allow recommendations to marketers for making brand extensions.

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APPENDIX A**GÜVEN – MÜŞTERİ SADAKATI DEĞERLENDİRİLMESİ ANKETİ**

Değerli Katılımcı,

Bu çalışma Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme bölümü yüksek lisans programında gerçekleştirdiğim bir bilimsel çalışmada veri olarak kullanılmak üzere dizayn edilmiştir. Bu çalışmanın amacı, endüstriyel pazarlarda müşteri ile satıcı arasında güven – müşteri sadakati ilişkisini incelemektir.

Anket sonuçlarının sağlıklı olabilmesi için soruları samimi ve doğru olarak yanıtlamanızı talep ederim. Lütfen anketlerin üzerine isim belirtmeyiniz.

İlgi ve yardımlarınız için şimdiden teşekkür ederiz.

N.Emre GÜNDÜZ

BİRİNCİ BÖLÜM

- Yaşadığınız Şehir :
Yaşınız : 18 -24 (), 24-35 (), 35-50 (), 50-60 ()
Cinsiyet : Erkek (), Kadın ()
Eğitim : Doktora (), Lisansüstü (), Lisans (), Lise ()
Mesleki Deneyim : 1-3 yıl (), 3-5 yıl (), 5-10 yıl (),
10-20 yıl (), 20-30 yıl ()
Uzmanlık Alanı :

İKİNCİ BÖLÜM

Bu bölümde güven, iletişim, ilişki gücü, sadakat konularında görüşlerinizi öğrenmek amacıyla çeşitli sorular verilmiştir. Lütfen bu soruları kendi düşünceleriniz doğrultusunda;

1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3- Ne Katılıyorum, Ne Katılmıyorum 4-Katılıyorum, 5-Kesinlikle Katılıyorum, seçeneklerinden birini tik (X) koyarak cevaplandırınız.

SORU NO	SORULAR	<i>Kesinlikle Katlıyorum</i>	<i>Katlıyorum</i>	<i>Ne Katlıyorum Ne Katılmıyorum</i>	<i>Katılmıyorum</i>	<i>Kesinlikle Katılmıyorum</i>
1.	Ticarette başarılı olmak için genellikle müşterinizle aynı etik değerlere sahip olmanız gerekmektedir.					
2.	Ticarette başarılı olmak için genellikle üretici firma ile aynı etik değerlere sahip olmanız gerekmektedir.					
3.	Üreticinin bir çalışanı kendi şahsi çıkarları için etik olmayan bir davranış sergilediği tespit edildiğinde hemen cezalandırılmalıdır.					
4.	Müşterinizin bir çalışanı kendi şahsi çıkarları için etik olmayan bir davranış sergilediği tespit edildiğinde hemen cezalandırılmalıdır.					
5.	En çok iş yaptığımız üretici firma sizi yeni gelişmelerden haberdar eder.					
6.	En çok iş yaptığımız müşteriniz sizi yeni gelişmelerden haberdar eder.					

7.	Hedeflerini gerçekleştirmek için üretici bazen gerçekleri değiştirebilir.					
8.	Hedeflerini gerçekleştirmek için üretici bazen sonradan gerçekleştiremeyeceği sözler verebilir.					

SORU NO	SORULAR	<i>Kesinlikle Katılıyorum</i>	<i>Katılıyorum</i>	<i>Ne Katılıyorum</i>	<i>Ne Katılmıyorum</i>	<i>Katılmıyorum</i>	<i>Kesinlikle Katılmıyorum</i>
<i>Üretici ile olan ilişkiniz düşünüldüğünde;</i>							
11.	Üreticinin çalışanları her zaman güvenilirlerdir.						
12.	Üretici doğru olan davranışlar sergiler.						
13.	Üreticinin çalışanları dürüst davranırlar.						
14.	Üreticinin çalışanlar ile olan ilişkilerimi geliştirmek isterim.						
15.	Üreticinin çalışanları ile olan ilişki benim için çok önemlidir.						
16.	Üreticinin çalışanları ile olan ilişkiyi geliştirmeyi planlıyorum.						

17.	Üretici ile ilgili olumlu yorumlarda bulunabilirim.					
18.	Üreticiyi tavsiye edebilirim.					
19.	Tanıdıklarına bu üretici ile ticaret yapması için öneride bulunabilirim					
20.	Önümüzdeki yıllarda bu üretici benim birinci seçeneğim olacaktır.					

Lütfen her bir ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü “Çok Güçlü” den “Çok Zayıf” a doğru uzanan ölçek üzerinde belirtiniz.		Çok Güçlü	Güçlü	Ne Güçlü / Ne Zayıf	Zayıf	Çok Zayıf
21.	Üreticinin çalışanları ile olan ilişkinizi genel olarak nasıl değerlendirirsiniz?					
22.	Üreticinin çalışanı ile olan ilişkiniz ne derece güçlüdür?					
23.	Üretici ile olan ilişkinizi genel olarak nasıl değerlendirirsiniz?					
24.	Üretici ile olan ilişkiniz ne derece güçlüdür?					

SORU NO	SORULAR	<i>Kesinlikle Katlıyorum</i>	<i>Katlıyorum</i>	<i>Ne Katlıyorum Ne Katılmıyorum</i>	<i>Katılmıyorum</i>	<i>Kesinlikle Katılmıyorum</i>	
27.	Yeniden bu marka ürün satınalacağım.						
28.	Bu markadan satınalmaya devam edeceğim.						
29.	Bu markaya sadıkım.						
30.	Bu marka için daha fazla para ödeyebilirim.						

APPENDIX B

Table 7 Definitions of Relationship Marketing

Definitions of Relationship Marketing	
Authors (year)	Definitions
Berry (1983)	“Relationship marketing (RM) is attracting, maintaining and in multi-services organizations enhancing customer relationships.”
Jackson (1983)	“RM is managing strong, lasting relationships with individual accounts.”
Jackson (1985)	“In industrial marketing Relationship marketing refers to marketing oriented towards strong, lasting relationships with individual accounts.”
Dwyer et al. (1987)	“Relationship marketing focuses on attracting, maintaining, and enhancing relationships between firms.”
Turnbull and Wilson(1989)	“The formation of long-term buyer-seller relationships through the creation of structural and social bonds between companies.”
Gronroos (1990)	“The purpose of marketing in the new context is to establish, maintain, and enhance relationships with customers and other partner, at a profit, so that the objectives of the partners involved are met. This is achieved by a mutual exchange and fulfillment of promises.”
Berry and Parasuraman (1991)	“Relationship marketing concerns attracting, developing and retaining customer relationships.”
Shani and Chalasani (1992)	“An integrated effort to identify, maintain, and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized and value-added contacts over a long period of time.”
Morgan and Hunt (1994)	“Relationship marketing refers to all marketing activities directed toward establishing, developing and maintaining successful relational exchanges.”
Evans and Laskin (1994)	“The role of relationship marketing is to augment the vendor’s core product, i.e., to differentiate the firm’s total offering in the marketplace. They define relationship marketing as a process that includes inputs (understanding customer expectations, building service partnerships, empowering employees, and total quality management); outcomes (customer satisfaction, customer loyalty, increased profitability, and quality products); and ongoing assessment (customer feedback, integrating relationship marketing into the firm’s strategic planning framework). “
Sheth and Parvatiyar (1995)	“Developing close interactions with selected customers, suppliers, and competitors for value creation through cooperative and collaborative effort.”

Cravens (1995)	“Relationship marketing, as a field of study, began to attract attention in the early 1990s as firms began to enter into long-term associations to counter the effects of increased customer demands and intensifying global competition. “
Perrien and Ricard (1995)	“An asymmetrical and personalized marketing process that takes place in the long-run results in some bilateral benefits and rests on an in-depth understanding of customer needs and characteristics.”
Sheth and Parvatiyar (1995b)	“RM can be defined as the process of developing cooperative and collaborative relationship with customers and other market actors.”
Morris et al. (1998)	“Relationship Marketing is a strategic orientation adopted by both the buyer and seller organizations, which represents a commitment to long-term mutually beneficial collaboration.”
Galbreath (1998)	“CRM integrates marketing, sales and service functions through business process automation, technology solutions and information resources to maximize each customer contact. CRM facilitates relationships among enterprises, their customers, business suppliers and employees.”
Harker (1999)	“An organization engaged in proactively creating, developing and maintaining committed, interactive and profitable exchanges with selected customers (partners) over time is engaged in relationship marketing. “
Parvatiyar and Sheth (2000)	“Relationship marketing as the ongoing process of engaging in cooperative and collaborative activities and programs with immediate and end-user customers to create or enhance mutual economic value at reduced cost.”
Gronroos (2000)	“Process of identifying and establishing, maintaining, enhancing, and when necessary terminating relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met, where this is done by a mutual giving and fulfillment of promises. “
Vavra (1995); Patoka (2001)	“RM includes efforts to keep customers satisfied after purchase, taking steps to increase the likelihood of cross-purchasing, measuring the extent to which customers are satisfied, and translating the sales process into an effective program complete with two-way dialogue“
McKenna (1991); Shani and Chalasani (1991)	“Relationship marketing attempts to involve and integrate customers, suppliers and other infrastructural partners into a firm’s developmental and marketing activities.”
American Marketing Association (AMA) (2004)	“Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.”

Source : Gupta, A., Sahu, G. (2012).

APPENDIX C

Table 8 Dimensions of Relationship Marketing

Dimensions of Relationship Marketing		
Authors (years)	Dimension	Definition
“Sharma & Patterson (2000) “	“Attractiveness of alternatives”	“The client’s estimate of the likely satisfaction available in an alternative relationship“
“Gounaris (2005)”	“Bonding”	“The (psychological) process through which the buyer and the provider build a relationship to the benefit of both parties “
“Gounaris (2005) “	“Commitment”	“The desire for continuity manifested by the willingness to invest resources into a relationship.”
“Anderson and Narus (1990), Vatanasombut et al.(2008) “	“Communication”	“The formal as well as informal sharing of meaningful and timely information between firms. “
“Selnes (1998); Sichtmann(2007)”	“Competence”	“The buyer’s perception of the supplier’s technological and commercial competence”
“Anderson and Narus(1990) “	“Conflict”	“The overall level of disagreement in the working partnership “
“Anderson and Narus (1990);Lages et al. (2008)”	“Cooperation”	“Similar or complementary coordinated actions taken by firms in interdependent relationships to achieve mutual outcomes or singular outcomes with expected reciprocation over time.”
“Mohr et al.(1996); Payan (2007) “	“Coordination”	“The extent to which different parties in a relationship work well together to accomplish a collective set oftasks”
“De Wulf and Odekerken Schroder (2000); Danaher et al. (2008)”	“Customisation“	“The extent to which a seller uses knowledge about a buyer to tailor his offerings to the buyer Gao et al. (2005) Dependence The extent to which there is no equivalent of better alternatives available in the market”
“Sin et al. (2005) “	“Empathy“	“Seeking to understand the desires and goals of somebody else “
“Wilson (1995); Coote et al. (2004) “	“Goal compatibility/ goal congruence”	“The degree to which partners share goals that could only be accom- plished through joint action and the maintenance of the relationship”

“De Ruyter and Wetzels (1999); Delerue-Vidot (2006) “	“Opportunistic behavior”	“The behaviour of a party that endangers a relationship for the purpose of taking advantage of a new opportunity”
“Hunt and Nevin (1974); Ashnai et al. (2009) “	“Power”	“The ability of one individual or group to control or influence the behavior of another”
“Sin et al. (2005) “	“Reciprocity”	“The component of a business relationship that causes either party to provide favors or make allowances for the other in return for similar favors or allowances at a later stage“
“Morgan and Hunt (1994); Sweeney and Webb (2007) “	“Relationship benefits”	“Partners that deliver superior benefits will be highly valued and firms will commit themselves to establishing, developing and maintaining relationships with such partners”
“Wilson (1995); Perry et al. (2002) “	“Relationship-specific investment”	“The relational-specific commitment of resources that a partner invests in the relationship”
“Garbarino and Johnson (1999); Barry et al. (2008) “	“Satisfaction”	“An overall evaluation based on the total purchase and consumption experience with a good or service over time”
“De Ruyter and Wetzels (1999) “	“Service quality”	“A comparison between customer expectations and performance”
“Morgan and Hunt (1994); Vatanasombut et al. (2008) “	“Shared values”	“The extent to which partners have beliefs in common about what behaviors, goals and policies are important, unimportant, appropriate or inappropriate, and right or wrong”
“Burnham et al. (2003); Barry et al. (2008) “	“Switching costs”	“The one-time costs that customers associate with the process of switching from one provider to another“
“Moorman et al. (1993); Orth and Green (2009) “	“Trust”	“A willingness to rely on an exchange partner in whom one has confidence”
“Noordewier et al. (1990) “	“Uncertainty”	“The unanticipated changes in the circumstances surrounding an exchange”

Source : Gupta, A., Sahu, G. (2012).

APPENDIX D

Table 9 Correlations

		Correlations								
		Shared Values	Communication	Opportunistic Behavior	Trust	Commitment	Relationship Strength	Relationship Quality	Attitudinal Loyalty	Behavioral Loyalty
Shared Values	Pearson Correlation Sig. (2-tailed) N	1 250			,892** 250	,883** 250				
Communication	Pearson Correlation Sig. (2-tailed) N		1 250		,916** 250					
Opportunistic Behavior	Pearson Correlation Sig. (2-tailed) N			1 250	,778** 250					
Trust	Pearson Correlation Sig. (2-tailed) N	,892** 250	,916** 250	,778** 250	1 250	,836** 250				
Commitment	Pearson Correlation Sig. (2-tailed) N	,883** 250			,836** 250	1 250	,815** 250			
Relationship Strength	Pearson Correlation Sig. (2-tailed) N					,815** 250	1 250	,914** 250	,815** 250	,777** 250
Relationship Quality	Pearson Correlation Sig. (2-tailed) N						,914** 250	1 250	,830** 250	,822** 250
Attitudinal Loyalty	Pearson Correlation Sig. (2-tailed) N						,815** 250	,830** 250	1 250	
Behavioral Loyalty	Pearson Correlation Sig. (2-tailed) N						,777** 250	,822** 250		1 250

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

APPENDIX E

Factor Analysis - Shared Values

KMO and Bartlett's Test

KMO	.842
Bartlett's Test of Approx. Chi-Square	609.784
Sphericity df	6
Sig.	.000

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.679	1	82.679	1295.863	.000 ^b
	Residual	15.823	248	.064		
	Total	98.502	249			
2	Regression	87.420	2	43.710	974.188	.000 ^c
	Residual	11.082	247	.045		
	Total	98.502	249			
3	Regression	87.999	3	29.333	687.021	.000 ^d
	Residual	10.503	246	.043		
	Total	98.502	249			

a. Dep. Variable: Trust

b. Pred.: (Cons.), Comm.

c. Pred.: (Cons.), Comm., Share_Values

d. Pred.: (Cons.), Comm., Share_Values, Opp_Behavior

Anti-image Matrices

		Soru1	Soru2	Soru3	Soru4
Anti-image Covariance	Soru1	.375	-.142	-.095	-.110
	Soru2	-.142	.397	-.124	-.055
	Soru3	-.095	-.124	.354	-.144
	Soru4	-.110	-.055	-.144	.421
Anti-image Correlation	Soru1	.841 ^a	-.367	-.261	-.278
	Soru2	-.367	.845 ^a	-.331	-.134
	Soru3	-.261	-.331	.828 ^a	-.372
	Soru4	-.278	-.134	-.372	.855 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru1	1.000
Soru2	1.000
Soru3	1.000
Soru4	1.000

Extraction
Method: Principal
Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	3.085	77.137	77.137
2	.368	9.198	86.335
3	.288	7.199	93.534
4	.259	6.466	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Opportunistic Behavior

KMO and Bartlett's Test

KMO		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	163.092
	df	1
	Sig.	.000

Anti-image Matrices

		Soru7	Soru8
Anti-image Covariance	Soru7	.517	-.359
	Soru8	-.359	.517
Anti-image Correlation	Soru7	.500 ^a	-.695
	Soru8	-.695	.500 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru7	1.000
Soru8	1.000

Extraction
Method: Principal
Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.695	84.735	84.735
2	.305	15.265	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Trust

KMO and Bartlett's Test

KMO	.771
Bartlett's Test of Approx. Chi-Square	854.577
Sphericity	df
	3
	Sig.
	.000

Anti-image Matrices

		Soru11	Soru12	Soru13
Anti-image Covariance	Soru11	.133	-.061	-.088
	Soru12	-.061	.204	-.061
	Soru13	-.088	-.061	.133
Anti-image Correlation	Soru11	.738 ^a	-.366	-.660
	Soru12	-.366	.850 ^a	-.369
	Soru13	-.660	-.369	.738 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru11	1.000
Soru12	1.000
Soru13	1.000

Extraction

Method: Principal

Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.778	92.615	92.615
2	.141	4.709	97.324
3	.080	2.676	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Comm.**KMO and Bartlett's Test**

KMO	.500
Bartlett's Test of Approx. Chi-Square	133.133
Sphericity	df
	1
	Sig.
	.000

Anti-image Matrices

		Soru5	Soru6
Anti-image Covariance	Soru5	.584	-.377
	Soru6	-.377	.584
Anti-image Correlation	Soru5	.500 ^a	-.645
	Soru6	-.645	.500 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru5	1.000
Soru6	1.000

Extraction
Method: Principal
Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.645	82.250	82.250
2	.355	17.750	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Commitment**KMO and Bartlett's Test**

KMO	.759
Bartlett's Test of Approx. Chi-Square	523.822
Sphericity	df
	3
	Sig.
	.000

Anti-image Matrices

		Soru14	Soru15	Soru16
Anti-image Covariance	Soru14	.315	-.147	-.121
	Soru15	-.147	.291	-.140
	Soru16	-.121	-.140	.328
Anti-image Correlation	Soru14	.763 ^a	-.487	-.376
	Soru15	-.487	.739 ^a	-.453
	Soru16	-.376	-.453	.777 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru14	1.000
Soru15	1.000
Soru16	1.000

Extraction

Method: Principal

Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.566	85.530	85.530
2	.234	7.811	93.341
3	.200	6.659	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Relationship Strength

KMO and Bartlett's Test

KMO		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	73.209
	df	1
	Sig.	.000

Anti-image Matrices

		Soru21	Soru24
Anti-image Covariance	Soru21	.744	-.376
	Soru24	-.376	.744
Anti-image Correlation	Soru21	.500 ^a	-.506
	Soru24	-.506	.500 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru21	1.000
Soru24	1.000

Extraction
Method: Principal
Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.506	75.301	75.301
2	.494	24.699	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Relationship Quality

KMO and Bartlett's Test

KMO		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	138.451
	df	1
	Sig.	.000

Anti-image Matrices

		Soru22	Soru23
Anti-image Covariance	Soru22	.572	-.374
	Soru23	-.374	.572
Anti-image Correlation	Soru22	.500 ^a	-.655
	Soru23	-.655	.500 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru22	1.000
Soru23	1.000

Extraction
Method: Principal
Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.655	82.728	82.728
2	.345	17.272	100.000

Extraction Method: Principal Comp. Analysis.

**Comp.
Matrix^a**

--	--

a. 1
components
extracted.

**Rotated
Comp.
Matrix^a**

--	--

a. Only one
component
was extracted.
The solution
cannot be
rotated.

Factor Analysis - Customer Loyalty

KMO and Bartlett's Test

KMO	.826
Bartlett's Test of Approx. Chi-Square	1506.697
Sphericity	df
	28
	Sig.
	.000

Anti-image Matrices

		Soru17	Soru18	Soru19	Soru20	Soru25	Soru26
Anti-image Covariance	Soru17	.229	-.135	-.038	.037	.023	-.008
	Soru18	-.135	.167	-.096	-.038	-.044	.015
	Soru19	-.038	-.096	.321	-.081	.039	-.032
	Soru20	.037	-.038	-.081	.477	.000	-.059
	Soru25	.023	-.044	.039	.000	.217	-.158
	Soru26	-.008	.015	-.032	-.059	-.158	.216
	Soru27	-.036	.032	.004	-.067	-.047	-.060
	Soru28	-.014	-.004	-.021	-.082	-.039	.050
Anti-image Correlation	Soru17	.797 ^a	-.690	-.139	.111	.105	-.037
	Soru18	-.690	.768 ^a	-.414	-.135	-.231	.080
	Soru19	-.139	-.414	.887 ^a	-.206	.147	-.122
	Soru20	.111	-.135	-.206	.929 ^a	-.001	-.185
	Soru25	.105	-.231	.147	-.001	.779 ^a	-.728
	Soru26	-.037	.080	-.122	-.185	-.728	.780 ^a
	Soru27	-.120	.126	.012	-.154	-.158	-.205
	Soru28	-.039	-.012	-.050	-.159	-.112	.143

Anti-image Matrices

		Soru27	Soru28
Anti-image Covariance	Soru17	-.036	-.014
	Soru18	.032	-.004
	Soru19	.004	-.021
	Soru20	-.067	-.082
	Soru25	-.047	-.039
	Soru26	-.060	.050
	Soru27	.399	-.198
	Soru28	-.198	.567
Anti-image Correlation	Soru17	-.120	-.039
	Soru18	.126	-.012
	Soru19	.012	-.050
	Soru20	-.154	-.159
	Soru25	-.158	-.112
	Soru26	-.205	.143
	Soru27	.871 ^a	-.416
	Soru28	-.416	.861 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial
Soru17	1.000
Soru18	1.000
Soru19	1.000
Soru20	1.000
Soru25	1.000
Soru26	1.000
Soru27	1.000
Soru28	1.000

Extraction Method:
Principal Comp. Analysis.

Total Var. Exp.

Component	Init. Eigenvalues			Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	4.704	58.794	58.794	3.270	40.871
2	1.341	16.759	75.553	2.775	34.683
3	.693	8.657	84.210		
4	.467	5.834	90.044		
5	.308	3.849	93.893		
6	.252	3.144	97.037		
7	.137	1.718	98.755		
8	.100	1.245	100.000		

Total Var. Exp.

Component	Rotation Sums of Squared Loadings
	Cumulative %
1	40.871
2	75.553
3	
4	
5	
6	
7	
8	

Extraction Method:
Principal Comp. Analysis.

**Comp.
Matrix^a**

--

a. 2
components
extracted.

Rotated Comp. Matrix^a

	Component	
	1	2
Soru25	.861	.225
Soru26	.854	.234
Soru27	.854	.158
Soru28	.660	.246
Soru20	.658	.432
Soru18	.289	.909
Soru17	.215	.903
Soru19	.265	.868

Extraction Method: Principal
Comp. Analysis.

Rotation Method: Varimax
with Kaiser Normalization.^a

a. Rotation converged in 3
iterations.

**Component Transformation
Matrix**

Component	1	2
1	.757	.653
2	.653	-.757

Extraction Method: Principal
Comp. Analysis.

Rotation Method: Varimax with
Kaiser Normalization.

APPENDIX F

Table 10 Trust and Antecedents Regression Analysis Model Summary Table

Model Summary^d				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.839	.839	.25259
2	.942 ^b	.887	.887	.21182
3	.945 ^c	.893	.892	.20663
a. Pred.: (Cons.), Comm.				
b. Pred.: (Cons.), Comm., Share_Values				
c. Pred.: (Cons.), Comm., Share_Values, Opp_Behavior				
d. Dep. Variable: Trust				

Table 11 Trust and Antecedents Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.679	1	82.679	1295.863	.000 ^b
	Residual	15.823	248	.064		
	Total	98.502	249			
2	Regression	87.420	2	43.710	974.188	.000 ^c
	Residual	11.082	247	.045		
	Total	98.502	249			
3	Regression	87.999	3	29.333	687.021	.000 ^d
	Residual	10.503	246	.043		
	Total	98.502	249			
a. Dep. Variable: Trust						
b. Pred.: (Cons.), Comm.						
c. Pred.: (Cons.), Comm., Share_Values						
d. Pred.: (Cons.), Comm., Share_Values, Opp_Behavior						

Table 12 Trust and Antecedents Coefficients Table

Coefficients								
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Cons.)	.203	.064		3.155	.002		
	Comm.	.917	.025	.916	35.998	.000	1.000	1.000
2	(Cons.)	.004	.057		.071	.944		
	Comm.	.569	.040	.568	14.193	.000	.284	3.517
	Share_Values	.430	.042	.411	10.279	.000	.284	3.517
3	(Cons.)	-.025	.056		-.436	.663		
	Comm.	.525	.041	.525	12.855	.000	.260	3.841
	Share_Values	.373	.044	.357	8.535	.000	.248	4.028
	Opp_Behavior	.106	.029	.122	3.683	.000	.397	2.522

a. Dep. Variable: Trust

Table 13 Trust and Antecedents Collinearity Diagnostics Table

Collinearity Diagnostics ^a							
Model	Eigenvalue	Cond.	Variance				
			(Cons.)	Comm.	ShareValues	Opp_Behavior	
1	1	1.969	1.000	.02	.02		
	2	.031	7.933	.98	.98		
2	1	2.954	1.000	.01	.00	.00	
	2	.037	8.927	.98	.09	.06	
	3	.009	18.025	.01	.91	.94	
3	1	3.930	1.000	.00	.00	.00	.00
	2	.041	9.743	.96	.03	.02	.10
	3	.019	14.323	.03	.21	.10	.89
	4	.009	20.851	.01	.76	.88	.01

a. Dep. Variable: Trust

Table 14 Trust and Shared Values to Relationship Commitment Regression**Analysis Model Summary Table**

Model Summary^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 ^a	.780	.779	.28009
2	.890 ^b	.791	.790	.27332
a. Pred.: (Cons.), Share_Values				
b. Pred.: (Cons.), Share_Values, Trust				
c. Dep. Variable: Commitment				

Table 15 Trust and Shared Values to Relationship Commitment Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.006	1	69.006	879.584	.000 ^b
	Residual	19.456	248	.078		
	Total	88.462	249			
2	Regression	70.010	2	35.005	468.569	.000 ^c
	Residual	18.452	247	.075		
	Total	88.462	249			
a. Dep. Variable: Commitment						
b. Pred.: (Cons.), Share_Values						
c. Pred.: (Cons.), Share_Values, Trust						

Table 16 Trust and Shared Values to Relationship Commitment Coefficient Table

Coefficients								
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Cons.)	.236	.074		3.176	.002		
	Share_Values	.874	.029	.883	29.658	.000	1.000	1.000
2	(Cons.)	.199	.073		2.713	.007		
	Share_Values	.666	.064	.673	10.466	.000	.204	4.896
	Trust	.223	.061	.236	3.666	.000	.204	4.896
a. Dep. Variable: Commitment								

Table 17 Trust and Shared Values to Relationship Commitment Collinearity Diagnostics Table

Collinearity Diagnostics ^a						
Model		Eigenvalue	Cond.	Variance		
				(Cons.)	Share_Values	Trust
1	1	1.971	1.000	.01	.01	
	2	.029	8.267	.99	.99	
2	1	2.956	1.000	.01	.00	.00
	2	.038	8.820	.98	.04	.06
	3	.006	21.524	.01	.96	.93
a. Dep. Variable: Commitment						

Table 18 Relationship Commitment to Relationship Strength Regression Model**Summary Table**

Model Sum.				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.663	.662	.30985
a. Pred.: (Cons.), Commitment				
b. Dep. Variable: R_Strength				

Table 19 Relationship Commitment to Relationship Strength Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.940	1	46.940	488.911	.000 ^b
	Residual	23.810	248	.096		
	Total	70.750	249			
a. Dep. Variable: R_Strength						
b. Pred.: (Cons.), Commitment						

Table 20 Relationship Commitment to Relationship Strength Coefficients Table

Coefficients						
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons.)	.629	.081		7.799	.000
	Commitment	.728	.033	.815	22.111	.000
a. Dep. Variable: R_Strength						

Table 21 Relationship Strength to Relationship Quality Regression Model**Summary Table**

Model Sum.				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.835	.834	.22747
a. Pred.: (Cons.), R_Strength				
b. Dep. Variable: R_Quality				

Table 22 Relationship Strength to Relationship Quality Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.817	1	64.817	1252.739	.000 ^b
	Residual	12.832	248	.052		
	Total	77.649	249			
a. Dep. Variable: R_Quality						
b. Pred.: (Cons.), R_Strength						

Table 23 Relationship Strength to Relationship Quality Coefficients Table

Coefficients						
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons.)	.139	.065		2.127	.034
	R_Strength	.957	.027	.914	35.394	.000
a. Dep. Variable: R_Quality						

Table 24 Relationship Strength, Relationship Quality to Attitudinal Loyalty**Regression Model Summary Table**

Model Summary^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.689	.688	.28374
2	.842 ^b	.708	.706	.27534
a. Pred.: (Cons.), R_Quality				
b. Pred.: (Cons.), R_Quality, R_Strength				
c. Dep. Variable: Att_Loyalty				

Table 25 Relationship Strength, Relationship Quality to Attitudinal Loyalty Anova**Table**

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.222	1	44.222	549.283	.000 ^b
	Residual	19.966	248	.081		
	Total	64.187	249			
2	Regression	45.462	2	22.731	299.841	.000 ^c
	Residual	18.725	247	.076		
	Total	64.187	249			
a. Dep. Variable: Att_Loyalty						
b. Pred.: (Cons.), R_Quality						
c. Pred.: (Cons.), R_Quality, R_Strength						

Table 26 Relationship Strength, Relationship Quality to Attitudinal Loyalty**Coefficients Table**

Coefficients								
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Cons.)	.521	.079		6.570	.000		
	R_Quality	.755	.032	.830	23.437	.000	1.000	1.000
2	(Cons.)	.433	.080		5.423	.000		
	R_Quality	.471	.077	.518	6.122	.000	.165	6.051
	R_Strength	.326	.081	.342	4.046	.000	.165	6.051
a. Dep. Variable: Att_Loyalty								

Table 27 Relationship Strength, Relationship Quality to Attitudinal Loyalty**Collinearity Diagnostics Table**

Collinearity Diagnosticsa						
Model		Eigenvalue	Cond.	Variance		
				(Cons.)	R_Quality	R_Strength
1	1	1.974	1.000	.01	.01	
	2	.026	8.720	.99	.99	
2	1	2.964	1.000	.01	.00	.00
	2	.032	9.597	.99	.05	.04
	3	.004	26.270	.01	.95	.96
a. Dep. Variable: Att_Loyalty						

Table 28 Relationship Quality to Behavioral Loyalty Regression Model Summary**Table**

Model Sum.				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.675	.31837
a. Pred.: (Cons.), Beh_Loyalty				
b. Dep. Variable: R_Quality				

Table 29 Relationship Quality to Behavioral Loyalty Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.512	1	52.512	518.091	.000 ^b
	Residual	25.137	248	.101		
	Total	77.649	249			
a. Dep. Variable: R_Quality						
b. Pred.: (Cons.), Beh_Loyalty						

Table 30 Relationship Quality to Behavioral Loyalty Coefficients Table

Coefficients						
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons.)	.284	.095		2.983	.003
	Beh_Loyalty	.880	.039	.822	22.762	.000
a. Dep. Variable: R_Quality						

Table 31 Relationship Strength to Behavioral Loyalty Regression Model Summary**Table**

Model Sum.				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.604	.602	.32926
a. Pred.: (Cons.), R_Strength				
b. Dep. Variable: Beh_Loyalty				

Table 32 Relationship Strength to Behavioral Loyalty Anova Table

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.990	1	40.990	378.090	.000 ^b
	Residual	26.886	248	.108		
	Total	67.876	249			
a. Dep. Variable: Beh_Loyalty						
b. Pred.: (Cons.), R_Strength						

Table 33 Relationship Strength to Behavioral Loyalty Coefficients Table

Coefficients						
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons.)	.608	.095		6.417	.000
	R_Strength	.761	.039	.777	19.445	.000
a. Dep. Variable: Beh_Loyalty						

Table 34 Relationship Strength, Relationship Quality to Behavioral Loyalty**Regression Model Summary Table**

Model Sum.				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.680	.678	.29640
a. Pred.: (Cons.), R_Quality, R_Strength				
b. Dep. Variable: Beh_Loyalty				

Table 35 Relationship Strength, Relationship Quality to Behavioral Loyalty**Regression Model Summary Table**

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.176	2	23.088	262.792	.000 ^b
	Residual	21.700	247	.088		
	Total	67.876	249			
a. Dep. Variable: Beh_Loyalty						
b. Pred.: (Cons.), R_Quality, R_Strength						

Table 36 Relationship Strength, Relationship Quality to Behavioral Loyalty**Coefficients Table**

Coefficients						
Model		Unstand. Coefficients		Std. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons.)	.519	.086		6.036	.000
	R_Strength	.153	.087	.156	1.761	.079
	R_Quality	.636	.083	.680	7.683	.000
a. Dep. Variable: Beh_Loyalty						

APPENDIX G**ÖZGEÇMİŞ**
NECATİ EMRE GÜNDÜZ**Kişisel Bilgiler**

Doğum Tarihi : 10.07.1983

Doğum Yeri : İstanbul

Eğitim Bilgileri

Yüksek Lisans : Yeditepe Üniversitesi
Sosyal Bilimler Enstitüsü / İşletme (İngilizce)

Lisans : Kocaeli Üniversitesi
Mühendislik Fakültesi / Makine Mühendisliği

Lise : Maltepe Lisesi

Çalıştığı Kurumları

Superlit Boru San. A.Ş. Satış Yöneticisi (2016 – Devam Ediyor)

Çayırova Boru San. A.Ş. Özel Projeler Satış Mühendisi (2010-2016)