

Rinenggo, Aswindaru; Sudiro, Achmad; Sunaryo; Hussein, Ananda Sabil

## Article

# Trustworthiness in Indonesia healthcare: fostering loyalty in B2B relationships

Cogent Business & Management

## Provided in Cooperation with:

Taylor & Francis Group

*Suggested Citation:* Rinenggo, Aswindaru; Sudiro, Achmad; Sunaryo; Hussein, Ananda Sabil (2024) : Trustworthiness in Indonesia healthcare: fostering loyalty in B2B relationships, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 11, Iss. 1, pp. 1-14, <https://doi.org/10.1080/23311975.2024.2371991>

This Version is available at:

<https://hdl.handle.net/10419/326392>

### Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

### Terms of use:

*Documents in EconStor may be saved and copied for your personal and scholarly purposes.*

*You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.*

*If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.*



<https://creativecommons.org/licenses/by/4.0/>

## Trustworthiness in Indonesia healthcare: fostering loyalty in B2B relationships

Aswindaru Rinenggo, Achmad Sudiro, Sunaryo & Ananda Sabil Hussein

**To cite this article:** Aswindaru Rinenggo, Achmad Sudiro, Sunaryo & Ananda Sabil Hussein (2024) Trustworthiness in Indonesia healthcare: fostering loyalty in B2B relationships, Cogent Business & Management, 11:1, 2371991, DOI: [10.1080/23311975.2024.2371991](https://doi.org/10.1080/23311975.2024.2371991)

**To link to this article:** <https://doi.org/10.1080/23311975.2024.2371991>



© 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group



[View supplementary material](#)



Published online: 04 Jul 2024.



[Submit your article to this journal](#)



Article views: 1257



[View related articles](#)



[View Crossmark data](#)



Citing articles: 1 [View citing articles](#)

# Trustworthiness in Indonesia healthcare: fostering loyalty in B2B relationships

Aswindaru Rinenggo , Achmad Sudiro , Sunaryo and Ananda Sabil Hussein 

Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia

## ABSTRACT

The expansion of healthcare infrastructure has led to a surge in demand for diagnostic equipment, presenting opportunities for healthcare equipment suppliers. However, the market faces challenges, including intense competition exacerbated by limited product differentiation and a surplus of suppliers. Amidst this competitive landscape, understanding the factors influencing business consumer preferences and loyalty becomes crucial for suppliers. Theoretical perspectives highlight trust as a foundational element in business-to-business (B2B) relationships, influencing loyalty. Perceived value, reflecting consumer assessments of product quality, pricing, and relational benefits, mediates this relationship. Nevertheless, research on trust and loyalty in B2B healthcare markets, particularly in Indonesia, remains limited. Furthermore, the role of switching costs in shaping loyalty, especially in the context of healthcare equipment, is underexplored. Employing Structural Equation Modeling-Partial Least Squares (SEM-PLS), this study investigates trust, perceived value, switching costs, and loyalty dynamics between private hospitals and equipment providers in Java, Indonesia. Findings reveal that trust significantly influences loyalty, with perceived value partially mediating the trust-loyalty relationship. Surprisingly, switching costs do not moderate the trust-loyalty relationship. This study's contributions include clarifying trust and loyalty dynamics in B2B healthcare markets in Indonesia and underscoring the importance of perceived value in driving loyalty. Despite limitations, such as geographic scope, this research informs strategic marketing and relationship management in the healthcare equipment sector.

## ARTICLE HISTORY

Received 22 February 2024  
Revised 16 May 2024  
Accepted 18 June 2024

## KEYWORDS

Trust; loyalty; B2B; healthcare; switching cost; perceived value

## REVIEWING EDITOR

Osikhuemhe Okwilagwe, Bournemouth University Faculty of Management: Bournemouth University Business School, United Kingdom of Great Britain and Northern Ireland


## SUBJECTS

Business, Management and Accounting; Industry & Industrial Studies; Economics; Marketing

## Introduction

Developing long-lasting relationships with customers is considered crucial, as losing customers is costly, especially in the business to business (B2B) market (Raimondo et al., 2008). One main theoretical concept shaping loyalty is relationship quality, particularly stemming from trust, as proposed by Berry (1983). Trust has been widely discussed as one of the crucial factors for fostering loyalty of the customer. Researchers such as Hennig-Thurau et al. (2004), Bojei and Aryaty, (2010), Bataineh et al. (2015) have suggested that good relationship quality reflects successful relationship activities, characterized by a reciprocal exchange of costs and benefits inherent in business transactions, aligning with the principles of social exchange theory (Cook & Rice, 2020; Homans, 1958). This exchange of costs and benefits shapes perceived value, as B2B consumers perceive the value and benefits received from various aspects related to supplier support and commitment (Yuan et al., 2020). Researchers typically define perceived value as the mediating factor in the relationship between trust and loyalty, as consumers' trust in product information, quality, and service can significantly influence perceived value, thereby fostering loyalty effectively (Aw et al., 2019; Yuan et al., 2020; Zauner et al., 2015).

**CONTACT** Aswindaru Rinenggo  [aswindaru@student.ub.ac.id](mailto:aswindaru@student.ub.ac.id)  Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang 65145, Indonesia.

 Supplemental data for this article can be accessed online at <https://doi.org/10.1080/23311975.2024.2371991>.

© 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. The terms on which this article has been published allow the posting of the Accepted Manuscript in a repository by the author(s) or with their consent.

While literature indicates that trust serves as a psychological foundation in the market transaction, a topic somewhat underexplored in the motivation of customer behavior in B2B market (Cherry, 2015). Furthermore, inconsistencies persist in the relationship between trust and loyalty. While recent studies demonstrate a significant positive correlation between trust and loyalty (see Biedenbach et al., 2019; Cabanelas et al., 2024; Cui et al., 2023; Zhao et al., 2019), both directly and indirectly, others reveal a non-significant relationship, contradicting relationship quality theory (see Hong & Cho, 2011; Kaur & Soch, 2018).

In addition, although many studies typically adopt relationship quality theory to build and maintain customer loyalty, recent studies identify one factor that may influence the effectiveness of these strategies; switching costs (El-Manstrly, 2016; Iqbal et al., 2023). Customers incur costs when they reinvest time to switch to different product and service providers—time spent, effort exerted, energy, and knowledge acquired, all of which may affect customer loyalty to a particular supplier (Hess & Enric Ricart, 2003; Russo et al., 2016). Mittal (2016) suggests that customers tend to remain loyal to a supplier when switching to a competitor is perceived as too costly, as supported by D.T. Nguyen et al. (2020). However, the influence of switching costs on customer loyalty varies based on market characteristics. While B2B buyers generally exhibit low switching costs and minimal commitment to suppliers due to a direct and rational business approach (Russo et al., 2016), certain industries witness higher switching costs and lower rates due to investments in long-term relationships (Pick & Eisend, 2014).

Understanding what factor may influence customer loyalty is very relevant in the Indonesia B2B healthcare market. Access to efficient healthcare services is a critical need for the Indonesian population, which is increasing by 1.25% year on year (BPS, 2022). The widespread expansion of healthcare infrastructure in Indonesia has correspondingly led to an escalating demand for diagnostic equipment which gradually grew from 4.9% between 2020 and 2021 to 9.5% between 2021 and 2022 (Ministry of Health Republic Indonesia, 2022). However, the number of healthcare equipment suppliers is almost twice the number of hospitals in Indonesia (Ministry of Health Republic Indonesia, 2022). Moreover, rather than as a producer, these suppliers act as distributors for imported products dominated by only several major brands, resulting in a lack of product differentiation and intensifying the competition. Amidst this intense competition, predicting and understanding business consumer preferences becomes crucial for supplier to strategize and enhance loyalty (Rauyruen & Miller, 2007). However, few studies have as delved into loyalty within the healthcare sector.

Given the varied outcomes observed in the relationship quality theory and recognizing the existing research gap within the healthcare sector, this study aims to examine the relationship between trust in suppliers, perceived value, switching costs, and loyalty between private hospitals and healthcare equipment providers. We specifically focus on private hospitals due to their need to independently undertake infrastructure development within the competitive landscape of the healthcare industry (Ghandour et al., 2022). Consequently, they prioritize substantial investments in cutting-edge infrastructure, quality diagnostic equipment, a highly skilled medical workforce, and a commitment to maintaining a hygienic and supportive environment conducive to patient well-being to remain competitive (Fatima et al., 2018). Moreover, with approximately 62.7% of hospitals in Indonesia being private and experiencing continuous growth (Ministry of Health Republic Indonesia, 2022), understanding the behavior and features of private hospitals will provide valuable insights into the healthcare equipment market.

There are several noteworthy contributions from this study: First, this study address inconsistencies in research findings concerning the relationship quality theory, where trust fosters loyalty in the B2B context. This is particularly crucial given the limited discussion on these variables in the B2B context, especially within the healthcare and diagnostic equipment market. Second, the study's exclusive focus on private hospitals, which enjoy relative independence in supplier decision-making compared to public hospitals in Indonesia, adds relevance and significance to its findings. Previous studies that combined private and public hospitals, resulting in biased outcomes due to the different business orientations of these hospital types. Third, this study identifies the role of switching cost in the loyalty in health equipment market, a factor which usually overlooked in the loyalty studies. Fourth, this study's use of a well-measured sample selection technique involving approximately 224 samples from a total around 1938 private hospitals, adding robustness to the study's findings.

In the following sections, we will delve into discussion on the review of the relevant literature, development of the hypothesis, outline the methodology employed and present a result and discussion of the findings. The study concludes with a discussion of the implications of the research as well as potential limitations.

## Literature review and hypothesis development

### *Theoretical framework*

Grounded in social psychology, Relationship Quality represents a pivotal aspect of relationship marketing, emphasizing the exchange dynamics between suppliers and consumers (A. Wong & Zhou, 2013). Initially introduced by Berry in 1983, relationship marketing underscores the importance of nurturing enduring customer relationships to attract, retain, and enhance customer engagement (Berl, 1985). At the core of all relationship marketing lies the provision of incentives to encourage customer loyalty. These incentives may encompass supplementary services, relationship-based pricing, or other forms of value, ensuring customers have compelling reasons to remain loyal to their suppliers (Berry, 2002). Loyalty becomes especially important as suppliers must acknowledge that acquiring new customers is more costly than retaining existing ones (A. Wong & Zhou, 2013).

The concept of relationship quality encompasses both satisfaction and trust, with trust being a foundational element in fostering enduring relationships (Crosby et al., 1990). Within the context of B2B interactions, trust extends beyond product quality, including trust in word-of-mouth recommendations and the value derived from the relationships between business consumers and suppliers (He et al., 2018). Each interaction influences customers' evaluations and perceptions of relationship quality, ultimately shaping repeat purchase behavior (Bitner, 1990).

To understand how trust influences loyalty, one can turn to the social exchange theory. This theory states that human relationships evolve through subjective cost-benefit analyses, prompting individuals to repeat rewarded actions, thereby increasing the likelihood of recurrence. It underscores that social relationships are founded on mutual trust and reciprocal intentions, with actions contingent upon anticipated rewards from others. This mutually beneficial process involves exchanges based on both social and economic principles. When both partners exhibit commitment, trust, and mutual reliance on each other, those will foster a loyal relationship (Arthur et al., 2023). Social exchanges theory has been applied as a theoretical framework to enhance customer loyalty through, for example, employee competence (Hsiao et al., 2023), relational benefits (Lee et al., 2023), and community trust on the brand (Sethi et al., 2024).

In the context of B2B partnerships, social exchange theory emphasizes interactions for benefit exchanges and cost-sharing between partners over time (Rindfleisch & Heide, 1997). It suggests that the accumulation of value from previous transactions fosters trust formation, thereby extending the theory of perceived value. Additionally, there exists a positive relationship between sustainable business practices and B2B loyalty, rooted in social exchange theory (Yuen et al., 2018). Trust and commitment, often stemming from effective communication, shared values, and high exit barriers, lead to reliance between partners and nurture long-term relationships. (Morgan & Hunt, 1994). Social exchange theory, thus, explains how business partners reach decisions and achieve states of loyalty, trust, and satisfaction.

### *Loyalty and trust in B2B*

In the business context, loyalty refers to the steadfast commitment of consumers to continue purchasing or subscribing to their preferred products or services in the future, regardless of external influences or marketing strategies that may attempt to sway their behavior (Kotler & Keller, 2017; Reynoso, 2010). Customer loyalty is understood as the psychological attachment and advocacy demonstrated by customers towards their suppliers (Cen & Li, 2019).

In B2B market, loyalty is not only reflected in repeated purchases but also in affective and normative commitment attitudes, which are manifested from the development of trust and confidence in the ability of business partners to act in the best interests of consumers (Čater & Čater, 2010). The loyalty of business consumers is largely influenced by the quality of products and services provided by suppliers, as

well as by the extent to which suppliers support customer interests and can be trusted by consumers (Belanche et al., 2014; Chen et al., 2015; Van Tonder & Nel, 2018; Wei et al., 2019). This trust forms the foundation for building strong business relationships, underscoring its essential role in B2B interactions. Strong relationships discourage customers from switching to other suppliers due to the perceived value and potential economic benefits associated with continued relationship (Padgett et al., 2020). While trust in suppliers directly influences sustained purchasing intentions, it also indirectly contributes to consumers' confidence and trust in the supplier's product brand (Zhao et al., 2019). However, building trust requires effort, time, and short-term investments from suppliers. Nevertheless, these efforts can result in valuable word-of-mouth recommendations, which are often considered the most reliable form of advertising (Bardauskaite, 2014).

Previous research into B2B transactions has shown that trust in suppliers is crucial for the long-term success of business relationships based on supplier integrity and goodwill (Van Tonder & Nel, 2018). Support services provided by suppliers, which manifested into trust, can differentiate them from competitors and serve as strategic tools for fostering B2B loyalty. Further investigations into B2B loyalty have demonstrated the positive impact of trust in suppliers on customer loyalty across various industries and geographical locations (Biedenbach et al., 2019; Mubarik et al., 2016; Paparoidamis et al., 2019). This underscores the significance of trust in maintaining loyalty of customer.

*H1: Trust in the supplier significantly influences loyalty.*

### **Perceived value**

According to Kotler & Keller (2017) and Zauner et al. (2015), customer perceived value results from an evaluation conducted by consumers and is influenced by two main factors: total customer benefit and total customer cost. The evaluation incorporates both cognitive and affective evaluations (Zauner et al., 2015). Generally, literature suggests that those values can be derived from four aspects: economic (price), functional (quality or performance), emotional (pleasure and satisfaction), and social utility, such as the concepts and values embraced by oneself or an organization (Callarisa Fiol et al., 2011; Grace & Lo Iacono, 2015).

Literature indicates that trust has close relationship with customer perceived value (Aw et al., 2019; Chang et al., 2020; Zauner et al., 2015). Chang et al. (2020) argues that trust in the information provided by product suppliers positively influences consumer perceived value. In the B2B context, the buyers often make substantial purchases, prompting them to seek trustworthy sellers, which enhances perceived value and facilitates quick online transactions. Even more, research indicates that perceived value mediates trust in product information (which includes a strong element of trust in the seller) and the desire to make repeat purchases, establish loyalty of the customer (Chang et al., 2020).

In the products and services industry, consumers perceive value from the quality of services provided by service organizations can foster dependency among consumers. Theoretical perspectives suggest that this is driven by consumer trust in the organization providing the services (Gidaković & Zabkar, 2021). The mediating role of perceived value resulting from services provided by organizations in the industry to consumers positively influences the emergence of consumer loyalty. Another research study by Yuan et al. (2020) shows that the ability, expertise, and trust in third parties (a term used for companies providing goods/services) can shape perceptions of value towards those companies, ultimately impacting the level of customer loyalty in B2B settings. Overall, this research indicates that business consumer loyalty is influenced by the attitudes of product and service providers that shape perceived value in the minds of consumers. Another research in B2B e-marketplace also shows that perceived value positively influences customer loyalty (Janita & Miranda, 2013).

*H2: Trust in the supplier significantly influences perceived value.*

*H3: Perceived value significantly influences loyalty.*

*H4: Perceived value serves as a mediator between trust in the supplier and loyalty.*



## Switching cost

In addition to trust and value, one of the driving factors to keep consumers motivated to stick with a product choice is switching costs. Switching costs are generally defined as the costs that arise from switching supplier and/or cost arise from holding consumers to stay loyal (Temerak & El-Manstrly, 2019). The definition of switching costs encompasses three categories of switching expenses. Firstly, costs related to customers include habits, effort, time, commitments, and expertise. Secondly, company-related costs refer to monetary, searching, and learning costs. Thirdly, relational switching costs include emotional costs and alternative attractiveness (Bergel & Brock, 2018; K. H. Wong et al., 2019). After switching, the costs are generally not immediately realized, and consumers need time to realize the cost.

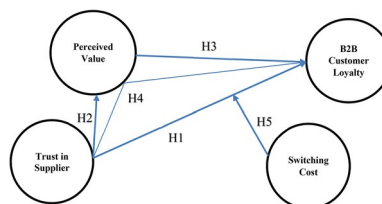
Due to its attribute to influence loyalty, several previous research analyzed switching cost as a variable moderating the relationship in the business loyalty. Majority of the studies found that switching costs positively moderate the relationship between trust and customer loyalty, where the relationship between trust and loyalty increases when customers perceive high switching costs (Kaur & Soch, 2018; Pick & Eisend, 2014; Sohaib, 2022). In the service industry, trust is the most effective loyalty enhancement strategy, when consumers perceive high switching costs. Monetary loss and the loss of special treatment from product distributor can positively be seen as a form of loss due to customers' loss of perceived benefits as a part of switching costs (El-Manstrly, 2016). Furthermore, research in the banking industry has found that the moderation of switching costs significantly influences the relationship between the perception of high trust in the institution and the willingness of customers to engage in repeat transactions. The higher the switching costs, the higher the trust in the financial service provider and the more loyal the customers are to that institution (Sohaib, 2022).

However, several studies have found a negative or insignificant relationship. For example, Dayan et al. (2022) found an insignificant moderation of switching cost between satisfaction and customer loyalty among patient in the UAE hospital, implying that level of switching costs does not significantly change or influence the link between patient satisfaction and their loyalty. The result also supported by Platonova et al. (2008) who found that switching cost has no impact on the patient loyalty. Despite this, considering that the insignificant effect was only discovered in the specific business context between patient and healthcare hospital, we base our hypothesis on the majority of studies indicating that switching cost serves as a positive and significant moderator in the trust-loyalty relationship.

*H5: Switching cost serves as a moderator between trust in the supplier and loyalty.*

Based on the theory and evidence of previous studies, the study hypotheses were formulated as follows:

In this research model (see Figure 1), perceived value serves as a mediator variable while switching cost serves as moderator variable. As described by Hair et al. (2017), mediator, or commonly known as intervening variable, is a variable that intervenes in the relationship between two variables. This variable shows the mechanism how the relationship between endogenous and exogenous variables is explained. On the other hand, moderator is a variable that can alter the strength of the relationship between two variables in the model (Hair et al., 2017).



**Figure 1.** Research model.

## Materials and methods

### Data

The research was conducted on Java Island, Indonesia, encompassing six provinces: DKI Jakarta (the capital city), Banten, West Java, Central Java, Special Region of Yogyakarta, and East Java. Data collection took place between August 2023 and November 2023, focusing on active private hospitals. The selection of private hospitals was based on several considerations. Firstly, private hospitals represent independent healthcare entities competing with other private healthcare providers, prioritizing quality services to patients. Secondly, these hospitals rely on self-funding for initial healthcare service investments, operational costs, business expansion, and profit generation, underscoring the importance of strategic asset investment to ensure quality patient care, satisfactory return on investment, and service improvement. In addition, the study targeted hospital who had established partnerships with the provider for at least one year to evaluate their perceived value derived from various aspects such as product functionality, price competitiveness, and emotional and social benefits.

The questionnaire serves as the primary instrument in this research, employing closed-ended questions. The number of questionnaires is proportionally adjusted according to the quantity of private hospitals in that region. The sample size in this study is determined using the Slovin method, allowing researchers to take samples with a certain level of accuracy, confidence, and error rate. The sample size calculation has a tolerance error limit of 5%-10% (Dania et al., 2019). Due to the large population size of private hospitals, time constraints, limited resources, and the willingness of B2B respondents to contribute information to this study, we set the error margin at 6%, resulting in a total sample size of 224 private hospitals in this study.

The questionnaire is designed using the Likert scale technique with five response categories, ranging from 'strongly disagree' to 'strongly agree'. Respondents need to indicate their degree of agreement with each statement addressed in the questionnaire. The Likert scale has advantages as it is easy to formulate and process, and respondents can easily understand how to use the scale. Table 1 shows the variables, indicator, and the number of items. The questionnaire script is available in the [supplementary file](#).

The questionnaire was given to the director or procurement manager of goods/services in the respective private hospitals. Directors or procurement managers play a crucial role in evaluating and coordinating internally with various stakeholders in the healthcare institution before making purchase decisions. Before conducting the survey, the questionnaire has been reviewed by the ethical committee at Universitas Brawijaya. The distribution of the questionnaire was also approved and authorized by the Indonesia Private Hospital Association or *Asosiasi Rumah Sakit Swasta Indonesia* (ARSSI), who issued a permission letter for its circulation. Participation in the questionnaire was voluntary, and respondents had the freedom to decline if they wished. Verbal informed consent was obtained from all participants. The data can be accessed without disclosing any identifying information about the respondents upon request from the corresponding author.

### Constructs' validity and composite reliability

To determine whether all items in the research instrument are appropriate for measuring the relationships among the variables under investigation, validity and reliability tests are necessary (Hair et al., 2017). Validity testing of each item in the instrument assesses whether there is a relationship between the item and the total item score. An item is considered valid when the coefficient significance test

**Table 1.** Variables, indicators, and number of items.

Variables	Indicators	Number of items	Sources
Trust in Supplier	Supplier commitment, supplier service support, supplier capability in business related behaviour, supplier integrity	4	(Biedenbach et al., 2019; Van Tonder & Nel, 2018)
Perceived Value	Functional, value for the price, emotional, social, benefit from a good relationship	5	(Corsaro & Snehota, 2010; Zauner et al., 2015)
Switching Cost	Effort, time, money, emotional	4	(Blut et al., 2016; Shen & Ahmad, 2022; K. H. Wong et al., 2019)
Loyalty	Repurchase, recommendation	4	(Cen & Li, 2019; Neupane, 2015; Reynoso, 2010)



against the total item score is conducted. Only valid items are suitable for use in the research (Malhotra & Birks, 2015). Reliability testing is a measure to test consistency of the instrument. To conclude, validity relates to whether this study measures the correct model, while reliability relates to the stability and consistency of the measurement. Validity and reliability testing are conducted until valid and reliable measurements are achieved, and in this study, it is conducted with two questionnaire distributions.

For validity testing, factor analysis is employed as a widely used procedure for data reduction and summarization. A crucial statistic used is the assessment of the adequacy of sample values for factor loading in the component matrix. Factor loading signifies the simple correlation between variables and factors. The questionnaire is considered valid if the factor loading value is  $\geq 0.6$  (Malhotra & Birks, 2015). Additionally, discriminant validity is assessed using the Fornell-Larcker Criterion to examine the value of cross-loading factors, which determines whether the constructs have adequate discrimination. To be deemed valid, the constructs must have greater values compared to the loading with other constructs. Based on the validity test, it is found that all indicators are declared valid as they have factor loading greater than 0.6, indicating no correlation between indicators (see Table 2). Furthermore, the test shows

**Table 2.** Validity and reliability test.

Variable and indicator	Item	Validity	Reliability		
		Factor loading	(CR)	(AVE)	Cronbach's alpha
<i>Trust in supplier</i>					
Commitment	TS1: The healthcare equipment distributor has a strong commitment to us.	0.84	0.949	0.823	0.928
Service Support	TS2: The healthcare equipment distributor provides excellent services to us.	0.95			
Capability	TS3: The healthcare equipment distributor demonstrates competence in their field.	0.92			
Integrity	TS4: The healthcare equipment distributor exhibits high integrity.	0.92			
<i>Perceived Value</i>					
Functional Value	PV1: The functional capabilities of the product I receive align with what we pay for.	0.82	0.911	0.673	0.878
Value for the Price	PV2: The healthcare equipment distributor provides reasonable product prices, commensurate with the benefits we receive.	0.76			
Emotional Value	PV3: I am satisfied with the products I use.	0.81			
Social Value	PV4: The brand of the products we use aligns with our values, beyond the product's functionality.	0.88			
Benefit from a Relationship	PV5: The healthcare equipment distributor supports our needs.	0.83			
<i>Switching Cost</i>					
Effort Cost	SC1: Switching to a new distributor will consume a lot of energy	0.90	0.903	0.7	0.858
Time Cost	SC2: Switching to a new distributor will consume a lot of time.	0.87			
Money Cost	SC3: Switching to a new distributor can incur money costs	0.79			
Emotional Cost	SC4: Switching to a new distributor can result in loss of relationship with previous medical equipment suppliers.	0.79			
<i>Loyalty</i>					
Repurchase	LY1: I am loyal to using a trusted brand.	0.78	0.909	0.716	0.866
	LY2: I will continue to purchase from my preferred healthcare equipment distributor for the next few years.	0.79			
Endorsing	LY3: I will recommend my preferred brand to colleagues.	0.91			
	LY4: I will recommend my preferred healthcare equipment distributor to colleagues.	0.90			

**Table 3.** Discriminant Validity.

	LY	PV	SC	SC*TS	TS
LY	<b>0.846</b>				
PV	0.551	<b>0.820</b>			
SC	0.274	0.184	<b>0.836</b>		
SC*TS	0.221	0.329	0.066	<b>1.000</b>	
TS	0.554	0.736	0.127	0.346	<b>0.907</b>

**Table 4.** VIF Test.

Independent variable	Dependent variable	
	Loyalty (LY)	Perceived value (PV)
Trust in supplier (TS)	2.243	1.000
Perceived value (PV)	2.253	
Switching cost (SC)	1.035	
Moderating (SC*TS)	1.152	

that the square root of the Average Variance Extracted (AVE) between each pair of factors exceeded the estimated correlation between factors, confirming its discriminant validity (Hair et al., 2017) (see Table 3).

Meanwhile, reliability testing is conducted by referring to three measurement methods, namely Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach Alpha. A latent variable is considered reliable if the CR value is above 0.7, AVE is above 0.5, and Cronbach Alpha is above 0.6 for all. Table 2 indicates that all latent variables have reliability test values above the minimum requirement. The results of the reliability test for these five variables indicate that the instruments used for each variable are reliable. This conclusion suggests that all items in the instrument used in this study are consistent and suitable for use in measuring the same research model in different locations. Additionally, a test for multicollinearity with the VIF test was also conducted (see Table 4). The results of the VIF test show that all indicators have VIF values below 0.5, indicating that all indicators are free from multicollinearity issues.

### Hypothesis testing

For hypothesis testing, Structural Equation Modeling (SEM) is employed, which is a multivariate analysis technique capable of simultaneously analyzing multiple variables. Partial Least Squares Structural Equation Modeling (PLS-SEM) is utilized to develop theories in exploratory research, focusing on explaining the variance of the dependent variables within the model. This research employs PLS-SEM in line with the research objective, which is exploratory or theory development based on existing theories. PLS-SEM requires a relatively small sample size, allowing effective estimation of the model with a minimum sample size of 35 (Sholihin & Ratmono, 2013). The aim of this analysis is to test hypotheses and create generalizations for the entire population under study.

### Results

Table 5 displays the results of path analysis from hypothesis testing using SEM-PLS. The model with loyalty as the endogenous variable has an R<sup>2</sup> of 0.372, indicating that the exogenous variables used can explain 37.2% of the loyalty variable. Meanwhile, the perceived value variable as the endogenous variable has an R<sup>2</sup> of 0.540, indicating that the exogenous variables used can explain 54% of the perceived value variable. The remaining variance is influenced by other variables not included in this study.

The results of direct path analysis show that the influence of the trust in supplier variable on loyalty obtains a p-value of 0.034 with  $\beta$ : 0.326, indicating a significant positive influence of trust in the supplier on loyalty with a significance level of 5%. Meanwhile, trust in the supplier also significantly affects perceived value with  $\beta$ : 0.736 and a p-value of 0.000, indicating a significant positive influence with a significance level of 1%. Additionally, perceived value also has a positive and significant effect with  $\beta$ : 0.275 and a p-value of 0.004. The results align with our hypothesis and previous literature findings (see Table 5).

Furthermore, path coefficient analysis shows that the influence of the trust in supplier variable on loyalty through perceived value (indirect effect) obtains  $\beta$ : 0.203 with a p-value of 0.006, indicating

**Table 5.** Direct, Indirect, and Moderating Effect.

	Estimation	Mean	SE	T Stat	P-Val
<i>Direct effect</i>					
H1: TS → LY	0.326	0.325	0.095	3.427	0.001
H2: TS → PV	0.736	0.734	0.034	21.714	0.000
H3: PV → LY	0.275	0.273	0.096	2.862	0.004
<i>Indirect effect</i>					
<i>(Mediating effect)</i>					
H4: TS→PV → LY	0.203	0.201	0.073	2.775	0.006
<i>Moderating effect</i>					
H5: SC*TI → LY	0.005	0.000	0.054	0.090	0.928

significance at 1%. Since both the direct and indirect effects between trust in the supplier and loyalty are significant, the result shows that perceived value serves as a partial mediator our exogenous and endogenous variable. This implies that while perceived value, as defined in this study, can explain the mechanism (mediate) how trust affects loyalty, there is still a direct relationship between loyalty and trust.

An interesting point is our moderating variable, switching cost, which has a non-significant effect on the relationship between trust and loyalty, contrary to our hypothesis and previous study findings in other region and industry (see Table 5). The result indicates that in the healthcare equipment market, switching costs such as the cost to find a new distributor in terms of time, money, and emotions do not alter the strength of loyalty for the supplier.

## Discussion and conclusions

This study delves into the relationship between trust in suppliers and loyalty within the B2B healthcare equipment market in Indonesia, focusing specifically on private hospitals in Java Island. The findings of this research provide insights that trust in suppliers is crucial for business consumers/hospitals to maintain loyalty to medical equipment providers. Trust in suppliers is a pivotal factor for business consumers in this industry, serving as a cornerstone for decision-making regarding continued collaboration with business partners over a certain duration. Both parties prioritize establishing long-term business partnerships for mutual business sustainability. Looking at activities in hospitals in general, and specifically in private hospitals, the focus is on the quality of services provided to patients. This reliance on quality services depends on not only the availability and competence of human resources, but also to the quality and availability of healthcare equipment. These diagnostic tools serve as essential aids in daily hospital activities. Thus, hospital seems to seek on trustworthy supplier for a long-term relationship and investment.

According to Biedenbach et al. (2019) and Rauyruen and Miller (2007), the trust can be built based on indicators: commitment, service support, supplier capability, and supplier integrity. Commitment refers to dedication or attachment to a specific goal, value, or action required in business. Service support refers to assistance provided to business partners in accessing a service or product. Service support can involve various aspects, including information, technical assistance, guidance, problem-solving, and organizational interactions aimed at enhancing user experience or ensuring users maximize service or product benefits. Supplier integrity refers to the trust held by the supplier to maintain ethical standards and professionalism in their business activities. Some aspects related to integrity include honest and transparent communication (Van Tonder & Nel, 2018).

In the healthcare industry, service support can be a critical element in building and maintaining positive relationships between product/service providers and business consumers. Good support availability can increase consumer loyalty and build trust in product/service providers. Supplier capability refers to the capacity and expertise of the organization providing products and services (the supplier). This capacity includes various aspects, including human resources, technology, processes, reliability, and the ability to meet the quality standards expected by B2B consumers. Evaluating supplier product capabilities is crucial in supply chain management and business sustainability. Business consumers regularly assess their supplier/business partner's capabilities to ensure that the established partnership can contribute positively to their organizational goals and performance.

The findings also indicate that perceived value mediates the relationship between trust in suppliers and loyalty. This research aligns with previous studies such as (Yuan et al., 2020) which found that perceived value mediation in the B2B relationship between trust and customer loyalty is strongly supported. High trust in suppliers can create a strong foundation for sustainable business relationships. Trust in the supplier can encompass trust in product quality, reliability, business ethics, and the ability to fulfil promises or business contract requirements. Perceived value acts as a mediator in the relationship between trust in suppliers and loyalty. This indicates that the level of trust in suppliers can affect the perceived value by consumers, which then influences B2B customer loyalty. The partial mediation illustrates that trust in suppliers affect loyalty both directly and indirectly through its influence on perceived value. In this study, perceived value, includes assessments of reliability, product or service quality, reasonable prices, and other benefit from the business relationship, is the key mediation factor, as customers or business partners tend to consider perceived value in making decisions to remain loyal to medical equipment suppliers. In the B2B healthcare equipment industry, trust in suppliers and perceived value are critical factors in long-term purchasing decisions.

The research findings also show that switching costs does not significantly moderate the relationship between trust in suppliers and loyalty. With the increasing number of medical equipment suppliers offering a wide range of product options and services, hospitals have access and ease in adjusting their product and service selections according to their needs and the amount of investment required. With many options available, it can be inferred that private hospitals will find it easy to make choices without having to rely on a single medical equipment supplier. Switching costs in this market can be considered negligible or have no impact on decision-making in selecting suppliers and products.

### ***Theoretical and managerial implications***

This study extends the social exchange theory and relationship quality in the Indonesia healthcare equipment industry, where trust in the supplier is cultivating long-term partnerships. Within these partnerships, there is an exchange of costs and benefits, in the form of products and services exchanged for costs incurred by consumers, who in this study are private hospitals. When consumers perceive that the cooperation provides high value and benefits, they are likely to exhibit loyalty. Consumer loyalty is built on the supplier's ability, integrity, support, and commitment, shaping the perceived value by B2B consumers.

The study addresses existing inconsistencies in research findings regarding the relationship between trust and loyalty. While trust has been widely regarded as a crucial factor in fostering customer loyalty, recent studies have revealed mixed results. By delving into this relationship within the B2B healthcare equipment market, the research offers valuable insights into the nuanced dynamics at play, contributing to a more comprehensive understanding of relationship quality theory.

Contrary to expectations, the study reveals that switching costs do not significantly moderate the relationship between trust and loyalty in the healthcare equipment market. These finding challenges traditional assumptions regarding the impact of switching costs on customer behavior and suggests that other factors may play a more significant role in shaping loyalty decisions. For healthcare equipment providers, this implies the need to focus on building trust and delivering superior value proposition rather than relying solely on the deterrence effect of switching costs. In addition, while switching costs do not affect consumers, B2B consumers will remain loyal to a supplier if the healthcare equipment provider demonstrates high ability, support, and integrity.

This research provides new insights for healthcare equipment providers, especially marketing practitioners in the healthcare industry, that the ability, integrity, support, and commitment of healthcare equipment providers are crucial in maintaining customer loyalty in this industry. Consumer loyalty is built on trust in the supplier because this cooperation and partnership have been established over a long period. Healthcare equipment providers must ensure that business consumers/hospitals perceive more value and benefits than the costs they have incurred for products and services. When consumers perceive that a long-term partnership provides high benefits and value, this will increase their sustained intention to continue collaborating and using the same supplier.

To conclude, this study contributes valuable insights into the dynamics of trust, perceived value, and loyalty in the B2B healthcare equipment market in Indonesia. By identifying the mechanisms underlying

supplier-consumer relationships and key factors influencing loyalty, this research provides a foundation for strategic marketing and relationship management in the healthcare equipment market.

### **Limitation and Future research directions**

This study investigates the relationship between trust in suppliers and loyalty within the B2B healthcare equipment market in Indonesia, focusing specifically on private hospitals in Java Island. While the findings offer valuable insights into the dynamics of supplier-consumer relationships in this context, several limitations and avenues for future research should be considered.

One limitation of this study is its geographical focus on Java Island and its exclusive focus on private hospitals. Future research could expand the scope to include public hospitals and healthcare facilities in other regions of Indonesia to provide a more comprehensive understanding of trust and loyalty dynamics in the healthcare equipment market across different contexts. Additionally, this study relies on self-reported data from private hospitals, which may introduce bias or inaccuracies in responses. Future research could employ a mixed-methods approach, incorporating qualitative interviews or observational studies to triangulate findings and enhance the validity of results.

Furthermore, this study focuses primarily on trust in suppliers and perceived value as determinants of loyalty, overlooking other potential factors such as organizational culture, communication effectiveness, and service quality. Future research could explore the role of these additional variables in shaping supplier-consumer relationships and influencing loyalty outcomes. Lastly, while this study examines the direct and mediated effects of trust and perceived value on loyalty, further investigation is needed to explore potential moderators of these relationships aside from switching cost. Factors such as organizational size, industry competition, and regulatory environment could moderate the strength of the associations observed in this study, warranting future research attention.

### **Author contributions**

Aswindaru Rinenggo, Achmad Sudiro, Sunaryo, and Ananda Sabil Hussein all contributed significantly to different phases of this research. Aswindaru Rinenggo played a key role in the study's conception and design, as well as the data analysis and interpretation. Ananda Sabil Hussein contributed to the paper's drafting, ensuring its intellectual content, and Achmad Sudiro and Sunaryo actively participated in critically revising the manuscript. Collectively, all authors granted final approval for the publication of the version and pledged to take responsibility for all aspects of the work.

### **Statements of ethical approval**

This study has been reviewed and approved by Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi. Universitas Brawijaya (No. 4190/UN10.F02.11.32/KM.07.04/2023).

### **Disclosure statement**

No potential competing interest was reported by the authors.

### **About the authors**

**Aswindaru Rinenggo**, Doctor of Philosophy (Management Science). Affiliation: Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia. Research interest: Marketing, Strategic Management, Industrial Marketing, Healthcare, Finance, B2B.

**Achmad Sudiro**, Professor in Management. Affiliation: Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia. Research interest: Marketing, Management, Human Resource Management.

**Sunaryo**, Doctor of Philosophy (Management Science). Affiliation: Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia. Research interest: Marketing, Management, Operations Management.

**Ananda Sabil Hussein**, Professor in Marketing (Management). Affiliation: Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia. Research interest: Marketing, Management, Strategic Marketing.

## Funding

This study is not funded by any institution or grants.

## ORCID

Aswindaru Rinenggo  <http://orcid.org/0009-0005-0521-4256>

Achmad Sudiro  <http://orcid.org/0000-0003-3822-8943>

Ananda Sabil Hussein  <http://orcid.org/0000-0002-4030-1073>

## Data availability statement

The data are available from the corresponding author upon reasonable request.

## References

- Arthur, E., Agbemabiese, G. C., Amoako, G. K., & Anim, P. A. (2023). Commitment, trust, relative dependence, and customer loyalty in the B2B setting: The role of customer satisfaction. *Journal of Business & Industrial Marketing*, 39(5), 933–948. <https://doi.org/10.1108/JBIM-08-2022-0375>
- Aw, E. C.-X., Basha, N. K., Ng, S. I., & Sambasivan, M. (2019). To grab or not to grab? The role of trust and perceived value in on-demand ridesharing services. *Asia Pacific Journal of Marketing and Logistics*, 31(5), 1442–1465. <https://doi.org/10.1108/APJML-09-2018-0368>
- Bardauskaite, I. (2014). Loyalty in the business-to-business service context: A literature review and proposed framework. *Journal of Relationship Marketing*, 13(1), 28–69. <https://doi.org/10.1080/15332667.2014.882628>
- Bataineh, A., Al-Abdallah, G., Salhab, H., & Shoter, A. (2015). The effect of relationship marketing on customer retention in the Jordanian's pharmaceutical sector. *International Journal of Business and Management*, 10(3), 117–131. <https://doi.org/10.5539/ijbm.v10n3p117>
- Belanche, D., Casaló, L. V., Flavián, C., & Schepers, J. (2014). Trust transfer in the continued usage of public e-services. *Information & Management*, 51(6), 627–640. <https://doi.org/10.1016/j.im.2014.05.016>
- Bergel, M., & Brock, C. (2018). The impact of switching costs on customer complaint behavior and service recovery evaluation. *Journal of Service Theory and Practice*, 28(4), 458–483. <https://doi.org/10.1108/JSTP-02-2017-0035>
- Berl, R. L. (1985). Book Reviews : Emerging Perspectives on Services Marketing: Proceedings by Leonard L. Berry, G. Lynn Shostack and Gregory D. Upah, (Chicago, Ill.: American Marketing Association, 1983, 146 pages, \$16.00). *Journal of the Academy of Marketing Science*, 13(3), 327–327. <https://doi.org/10.1177/009207038501300332>
- Berry, L. L. (1983). Relationship Marketing. In *Emerging Perspectives of Services Marketing* (pp. 25–28). American Marketing Association.
- Berry, L. L. (2002). Relationship marketing of services perspectives from 1983 and 2000. *Journal of Relationship Marketing*, 1(1), 59–77. [https://doi.org/10.1300/J366v01n01\\_05](https://doi.org/10.1300/J366v01n01_05)
- Biedenbach, G., Hultén, P., & Tarnovskaya, V. (2019). B2B brand equity: investigating the effects of human capital and relational trust. *Journal of Business & Industrial Marketing*, 34(1), 1–11. <https://doi.org/10.1108/JBIM-01-2018-0003>
- Bitner, M. J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69–82. <https://doi.org/10.2307/1251871>
- Blut, M., Evanschitzky, H., Backhaus, C., Rudd, J., & Marck, M. (2016). Securing business-to-business relationships: The impact of switching costs. *Industrial Marketing Management*, 52, 82–90. <https://doi.org/10.1016/j.indmarman.2015.05.010>
- Bojei, J., & Aryaty, A. (2010). The influence of relationship quality on loyalty in service sector. *International Journal of Economics and Management*, 4(1), 81–100.
- BPS. (2022). Indonesia demographic profile. Central Bureau of Statistic. <https://www.bps.go.id>
- Cabanelas, P., Mezger, A., López-Míguens, M. J., & Rüdiger, K. (2024). How can green suppliers boost customer loyalty? Model proposition for energy markets. *International Journal of Energy Sector Management*, <https://doi.org/10.1108/IJESM-01-2022-0020>
- Callarisa Fiol, L. J., Moliner Tena, M. A., & Sánchez García, J. (2011). Multidimensional perspective of perceived value in industrial clusters. *Journal of Business & Industrial Marketing*, 26(2), 132–145. <https://doi.org/10.1108/08858621111112302>
- Čater, T., & Čater, B. (2010). Product and relationship quality influence on customer commitment and loyalty in B2B manufacturing relationships. *Industrial Marketing Management*, 39(8), 1321–1333. <https://doi.org/10.1016/j.indmarman.2010.02.006>



- Cen, Y., & Li, L. (2019). Effects of network externalities on user loyalty to online B2B platforms: an empirical study. *Journal of Enterprise Information Management*, 33(2), 309–334. <https://doi.org/10.1108/JEIM-02-2019-0050>
- Chang, Y.-Y., Lin, S.-C., Yen, D. C., & Hung, J.-W. (2020). The trust model of enterprise purchasing for B2B e-marketplaces. *Computer Standards & Interfaces*, 70, 103422. <https://doi.org/10.1016/j.csi.2020.103422>
- Chen, X., Huang, Q., Davison, R. M., & Hua, Z. (2015). What drives trust transfer? The moderating roles of seller-specific and general institutional mechanisms. *International Journal of Electronic Commerce*, 20(2), 261–289. <https://doi.org/10.1080/10864415.2016.1087828>
- Cherry, B. (2015). Entrepreneur as trust-builder: interaction frequency and relationship duration as moderators of the factors of perceived trustworthiness. *International Journal of Business and Globalisation*, 14(1), 97. <https://doi.org/10.1504/IJBG.2015.066098>
- Cook, K. S., & Rice, E. (2020). Social exchange theory. In *Handbook of social psychology* (pp. 53–76). Springer US. [https://doi.org/10.1007/0-387-36921-X\\_3](https://doi.org/10.1007/0-387-36921-X_3)
- Corsaro, D., & Snehota, I. (2010). Searching for relationship value in business markets: Are we missing something? *Industrial Marketing Management*, 39(6), 986–995. <https://doi.org/10.1016/j.indmarman.2010.06.018>
- Crosby, L., Evans, K. R., & Cowles, D. (1990). No title. *Customer-Centric Marketing Strategies*, 54(3), 171–190.
- Cui, L., He, S., Deng, H., & Wang, X. (2023). Sustaining customer loyalty of fresh food e-tailers: an empirical study in China. *Asia Pacific Journal of Marketing and Logistics*, 35(3), 669–686. <https://doi.org/10.1108/APJML-01-2022-0013>
- Dania, W. A. P., Xing, K., & Amer, Y. (2019). Collaboration quality assessment for sustainable supply chains: Benchmarking. *Benchmarking: An International Journal*, 26(5), 1469–1498. <https://doi.org/10.1108/BIJ-03-2018-0070>
- Dayan, M., Al Kuwaiti, I. A., Husain, Z., Ng, P. Y., & Dayan, A. (2022). Factors influencing patient loyalty to outpatient medical services: an empirical analysis of the UAE's government healthcare system. *International Journal of Quality & Reliability Management*, 39(1), 176–203. <https://doi.org/10.1108/IJQRM-11-2020-0373>
- El-Manstrly, D. (2016). Enhancing customer loyalty: Critical switching cost factors. *Journal of Service Management*, 27(2), 144–169. <https://doi.org/10.1108/JOSM-09-2015-0291>
- Fatima, T., Malik, S. A., & Shabbir, A. (2018). Hospital healthcare service quality, patient satisfaction and loyalty. *International Journal of Quality & Reliability Management*, 35(6), 1195–1214. <https://doi.org/10.1108/IJQRM-02-2017-0031>
- Ghandour, Z., Siciliani, L., & Straume, O. R. (2022). Investment and quality competition in healthcare markets. *Journal of Health Economics*, 82, 102588. <https://doi.org/10.1016/j.jhealeco.2022.102588>
- Gidaković, P., & Zabkar, V. (2021). How industry and occupational stereotypes shape consumers' trust, value and loyalty judgments concerning service brands. *Journal of Service Management*, 32(6), 92–113. <https://doi.org/10.1108/JOSM-12-2020-0447>
- Grace, D., & Lo Iacono, J. (2015). Value creation: An internal customers' perspective. *Journal of Services Marketing*, 29(6/7), 560–570. <https://doi.org/10.1108/JSM-09-2014-0311>
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. (2nd ed.). SAGE Publications, Inc.
- He, J., Huang, H., & Wu, W. (2018). Influence of interfirm brand values congruence on relationship qualities in B2B contexts. *Industrial Marketing Management*, 72, 161–173. <https://doi.org/10.1016/j.indmarman.2018.02.015>
- Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the Internet? *Journal of Interactive Marketing*, 18(1), 38–52. <https://doi.org/10.1002/dir.10073>
- Hess, M., & Enric Ricart, J. (2003). Managing customer switching costs: A framework for competing in the networked environment. *Management Research: Journal of the Iberoamerican Academy of Management*, 1(1), 93–110. <https://doi.org/10.1108/15365430380000520>
- Homans, G. (1958). Social behavior as exchange. *The American Journal of Sociology*, 12, 10.
- Hong, I. B., & Cho, H. (2011). The impact of consumer trust on attitudinal loyalty and purchase intentions in B2C e-marketplaces: Intermediary trust vs. seller trust. *International Journal of Information Management*, 31(5), 469–479. <https://doi.org/10.1016/j.ijinfomgt.2011.02.001>
- Hsiao, A., Ma, E., A., Baker, M., Xu, J., (), & Jintao, Manfreda. (2023). A social exchange perspective on boosting customer loyalty through culturally competent servers. *Journal of Hospitality Marketing & Management*, 32(4), 555–577. <https://doi.org/10.1080/19368623.2023.2184439>
- Iqbal, A., Hasan, M. A., Bukhari, S. F., & Ramish, M. S. (2023). Determinants of customer satisfaction: The moderating role of switching cost towards customer loyalty in B2B packaged food retail setting. *Journal of Education and Social Studies*, 4(1), 1–15. <https://doi.org/10.52223/jess.20234101>
- Janita, M. S., & Miranda, F. J. (2013). Exploring service quality dimension in B2B E-marketplaces. *Journal of Electronic Commerce Research*, 14(4), 363–386.
- Kaur, H., & Soch, H. (2018). Satisfaction, trust and loyalty: investigating the mediating effects of commitment, switching costs and corporate image. *Journal of Asia Business Studies*, 12(4), 361–380. <https://doi.org/10.1108/JABS-08-2015-0119>
- Keller, K. (2017). Marketing management. In S. Hari (Ed.), *Essentials of management for healthcare professionals* (pp. 211–220). Productivity Press. <https://doi.org/10.4324/9781315099200-17>
- Lee, C.-J., Lee, S.-M., Iyer, R., & Lee, Y.-K. (2023). Do relational benefits influence commitments and loyalty in a non-contract mechanism? *Asia Pacific Journal of Marketing and Logistics*, 35(8), 1212–1228. <https://doi.org/10.1108/APJML-11-2021-0835>

- Malhotra, N. K., & Birks, D. F. (2015). *Marketing research: An applied approach* (2nd ed.). Prentice Hall.
- Ministry of Health Republic Indonesia. (2022). *Medical equipment market in Indonesia*. <https://www.kemkes.go.id/>
- Mittal, B. (2016). Retrospective: why do customers switch? The dynamics of satisfaction versus loyalty. *Journal of Services Marketing*, 30(6), 569–575. <https://doi.org/10.1108/JSM-07-2016-0277>
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.2307/1252308>
- Mubarik, S., Chandran, V., & Devadason, E. S. (2016). Relational capital quality and client loyalty: Firm-level evidence from pharmaceuticals, Pakistan. *The Learning Organization*, 23(1), 43–60. <https://doi.org/10.1108/TLO-05-2015-0030>
- Neupane, R. (2015). The effects of brand image on customer satisfaction and loyalty intention in retail super market chain UK. *International Journal of Social Sciences and Management*, 2(1), 9–26. <https://doi.org/10.3126/ijssm.v2i1.11814>
- Nguyen, D. T., Pham, V. T., Tran, D. M., & Pham, D. B. T. (2020). Impact of service quality, customer satisfaction and switching costs on customer loyalty. *The Journal of Asian Finance, Economics and Business*, 7(8), 395–405. <https://doi.org/10.13106/jafeb.2020.vol7.no8.395>
- Padgett, D., Hopkins, C. D., & Williams, Z. (2020). Buyer dependence in B2B relationships: The role of supplier investments, commitment form, and trust. *Journal of Business Research*, 119, 13–24. <https://doi.org/10.1016/j.jbusres.2020.07.019>
- Paparoidamis, N. G., Katsikeas, C. S., & Chumpitaz, R. (2019). The role of supplier performance in building customer trust and loyalty: A cross-country examination. *Industrial Marketing Management*, 78, 183–197. <https://doi.org/10.1016/j.indmarman.2017.02.005>
- Pick, D., & Eisend, M. (2014). Buyers' perceived switching costs and switching: a meta-analytic assessment of their antecedents. *Journal of the Academy of Marketing Science*, 42(2), 186–204. <https://doi.org/10.1007/s11747-013-0349-2>
- Platonova, E. A., Kennedy, K. N., & Shewchuk, R. M. (2008). Understanding patient satisfaction, trust, and loyalty to primary care physicians. *Medical Care Research and Review: MCRR*, 65(6), 696–712. <https://doi.org/10.1177/1077558708322863>
- Raimondo, M. A., Nino Miceli, G., & Costabile, M. (2008). How relationship age moderates loyalty formation. *Journal of Service Research*, 11(2), 142–160. <https://doi.org/10.1177/1094670508324678>
- Rauyruen, P., & Miller, K. E. (2007). Relationship quality as a predictor of B2B customer loyalty. *Journal of Business Research*, 60(1), 21–31. <https://doi.org/10.1016/j.jbusres.2005.11.006>
- Reynoso, J. (2010). Satisfaction: A behavioral perspective on the consumer. *Journal of Service Management*, 21(4), 549–551. <https://doi.org/10.1108/09564231011066132>
- Rindfleisch, A., & Heide, J. B. (1997). Transaction cost analysis: Past, present, and future applications. *Journal of Marketing*, 61(4), 30–54. <https://doi.org/10.1177/002224299706100403>
- Russo, I., Confente, I., Gligor, D. M., & Autry, C. W. (2016). To be or not to be (loyal): Is there a recipe for customer loyalty in the B2B context? *Journal of Business Research*, 69(2), 888–896. <https://doi.org/10.1016/j.jbusres.2015.07.002>
- Sethi, A. R., Dash, S., Mishra, A., & Cyr, D. (2024). Role of community trust in driving brand loyalty in large online B2B communities. *Journal of Business & Industrial Marketing*, 39(2), 256–272. <https://doi.org/10.1108/JBIM-10-2022-0469>
- Shen, Y., & Ahmad, R. (2022). The influence of brand image and favorability toward citizens in a product's country of origin on product evaluation: Moderating effects of switching costs. *Frontiers in Psychology*, 13, 740269. <https://doi.org/10.3389/fpsyg.2022.740269>
- Sholihin, M., & Ratmono, D. (2013). *SEM-PLS ANalysis with WarpPLS 3.0*. (1st ed.). Andi Offset.
- Sohaib, M. (2022). An investigation of repurchase intentions in the banking industry: What reason do they return? *SAGE Open*, 12(1), 215824402110672. <https://doi.org/10.1177/21582440211067228>
- Temerak, M. S., & El-Manstrly, D. (2019). The influence of goal attainment and switching costs on customers' staying intentions. *Journal of Retailing and Consumer Services*, 51, 51–61. <https://doi.org/10.1016/j.jretconser.2019.05.020>
- Van Tonder, E., & Nel, C. B. (2018). Validating relationship marketing factors predicting B2B customer loyalty towards crop protection suppliers. *Journal of Contemporary Management DHET*, 15, 224–249.
- Wei, K., Li, Y., Zha, Y., & Ma, J. (2019). Trust, risk and transaction intention in consumer-to-consumer e-marketplaces. *Industrial Management & Data Systems*, 119(2), 331–350. <https://doi.org/10.1108/IMDS-10-2017-0489>
- Wong, K. H., Chang, H. H., & Yeh, C. H. (2019). The effects of consumption values and relational benefits on smart-phone brand switching behavior. *Information Technology & People*, 32(1), 217–243. <https://doi.org/10.1108/ITP-02-2018-0064>
- Wong, A., & Zhou, L. (2013). Determinants and outcomes of relationship quality: A conceptual model and empirical investigation. *Journal of International Consumer Marketing*, 18(3), 81–105. [https://doi.org/10.1300/J046v18n03\\_05](https://doi.org/10.1300/J046v18n03_05)
- Yuan, C. L., Moon, H., Kim, K. H., Wang, S., & Yu, X. (2020). Third-party organization endorsement impacts on perceived value and B2B customer loyalty. *Industrial Marketing Management*, 90, 221–230. <https://doi.org/10.1016/j.indmarman.2020.07.021>
- Yuen, K. F., Wang, X., Wong, Y. D., & Zhou, Q. (2018). The effect of sustainable shipping practices on shippers' loyalty: The mediating role of perceived value, trust and transaction cost. *Transportation Research Part E: Logistics and Transportation Review*, 116, 123–135. <https://doi.org/10.1016/j.tre.2018.06.002>
- Zauner, A., Koller, M., & Hatak, I. (2015). Customer perceived value—Conceptualization and avenues for future research. *Cogent Psychology*, 2(1), 1061782. <https://doi.org/10.1080/23311908.2015.1061782>
- Zhao, J.-D., Huang, J.-S., & Su, S. (2019). The effects of trust on consumers' continuous purchase intentions in C2C social commerce: A trust transfer perspective. *Journal of Retailing and Consumer Services*, 50, 42–49. <https://doi.org/10.1016/j.jretconser.2019.04.014>