

*Full Length Research Paper*

# **A survey on the relationship between trust, customer loyalty, commitment and repurchase intention**

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**The purpose of this paper is to examine the effects of customer satisfaction, complaint handling and shared value on trust and test the effects of trust on customer loyalty, commitment and repurchase intention. To achieve this objective, data were collected through survey using a structured questionnaire administered to the general public. The only condition for the inclusion of respondents was that they must have purchased an apple mobile phone before. The survey was posted on a website in Iran from June to August, 2011. A total of 538 usable responses were collected. Confirmatory factor analysis was conducted to examine the reliability and validity of the measurement model, and the structural equation modeling technique was used to test the research model. The results confirm that trust most influenced by customer satisfaction (47%), complaint handling (30%) and shared value (22%). Besides, findings imply that the most impacts of trust are on customer loyalty (51%), commitment (38%) and repurchase intention (29%). Future researchers attempting to replicate and extend these findings may wish to collaborate with companies marketing products and services and track customers' actual behaviors. This would be an excellent way to validate the current model relationships, particularly that involving customer loyalty, trust, repurchase intentions and customer satisfaction.**

**Key words:** Customer satisfaction, complaint handling, shared value, trust, customer loyalty, commitment, repurchase intention.

## **INTRODUCTION**

With the increasing importance of marketing relationship in recent years, particularly in the service industries, the emphasis now is on customer loyalty. Several authors emphasize the positive relationship existing between customer loyalty and business performance (Reichheld and Sasser, 1990; Reichheld, 1993; Sheth and Parvatiyar, 1995). Consumer loyalty is considered an important key to organizational success and profit (Oliver, 1997).

Selin et al. (1987) state that, "those consumers that demonstrate the greatest levels of loyalty toward the product, or service activity, tend to repurchase more often, and spend more money". As a result, a great deal

of research attention has focused on the identification of effective methods of actively enhancing loyalty (Lach, 2000).

Loyal customers not only increase the value of the business but also enable it to maintain costs lower than those associated with attracting new customers (Barsky, 1994; Barroso and Martin, 1999). Moreover, loyalty is becoming the number one strategic goal in today's competitive business environment (Oliver, 1999).

Customer loyalty is not a new research question and prior research has studied an array of factors leading to customer loyalty, such as trust, customer satisfaction and shared value (Liu et al., 2011).

Retaining current customers is imperative for saturated service industries such as mobile services. Thus, customer loyalty is an extremely important issue for mobile service providers. However, in mobile marketing

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consumer behavior research, excessive attention has been paid to post-purchase constructs, such as loyalty (Varnali and Toker, 2009).

The paper begins with the literature review and hypotheses development of this study. We then describe the research design and methodology. Finally, discussion and conclusion are presented.

## LITERATURE REVIEW

Trust has been studied extensively in literature. Trust has been defined as one party believing that the other parties will fulfill his or her needs. In terms of services, trust is the belief held by a customer that the service provider will provide the service that meets customer needs (Anderson and Weitz, 1989).

A more general definition of trust is that a party has confidence in the honesty and reliability of his partner (Morgan and Hunt, 1994). This definition can be applied in different contexts, including exchanges of goods and services. Doney and Cannon (1997) argue that trust consists of two aspects: perceived credibility and benevolence. There are two levels of trust, according to Rauyruen and Miller (2007). At the first level, the customer trusts one particular sales representative while at the second level, the customer trusts the institution (Liu et al., 2011).

In mobile services, customer trust exists more at the second level. Customers trust the service provider as a whole because during the process of signing up for services, changing services, and customer support, it is possible that sales representatives are different. Further, many services can be obtained via the Web and there is often no need to interact with a real person at all. Thus, customer trust in a mobile service provider is less related to one particular sales representative.

From its root in social exchange theory (Cook and Emerson, 1978), commitment is one of the key concepts in marketing research relationship (Dwyer et al., 1987; Hennig-Thurau et al., 2002). Commitment is an exchange party's long-term desire to maintain a valuable ongoing relationship with another (Moorman et al., 1992; Morgan and Hunt, 1994).

Berry and Parasuraman (1991) suggest that, in the services marketing area, relationships are built on the basis of mutual commitment. Following the literature, Keh and Xie (2009) define customer commitment as an exchange partner's willingness to maintain an important enduring relationship.

Previous studies mainly investigate the seller's commitment with its buyers and conclude that firms would benefit from strong commitment with their buyers (Dwyer et al., 1987). Commitment has been studied as a predictor of seller's profit potential with its buyers (Hunt et al., 2006; Barry, 2004). Commitment is used as a measure for performance (Brown et al., 1995).

Commitment is generally regarded to be an important result of good relational interactions (Dwyer et al., 1987). Moorman et al. (1993) 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. In line with this, Bennett (1996) argues that the strength of customers' commitment depends on their perceptions of efforts made by the seller. Furthermore, several authors have empirically investigated the relationship between relational performance, a construct that shows similarities to relationship investment and relationship commitment (Baker et al., 1999; Morgan and Hunt, 1994).

Therefore, commitment is not only an important characteristic to maintain fine and long-term relationship (Dwyer et al., 1987; Hennig-Thurau and Klee, 1997), but also an expression of willingness of customers to stay with service provider (Moorman et al., 1993; De Wulf et al., 2001; Odekerken-Schroder et al., 2003). When the proportion of commitment becomes more remarkable, it is not difficult to infer that the relationship on both sides becomes more stable. Hence, commitment is also an important variable in the measurement of relationship especially when discussing long-term relationships (Liang and Wang, 2007).

The revised model suggests that customer satisfaction, complaint handling and shared value have an impact on trust. In addition the revised model suggests that customer loyalty, commitment and repurchase intention are affected by trust. This conceptual framework is shown in Figure 1.

## Customer satisfaction and trust

Customer satisfaction is an overall attitude formed based on the experience after customers purchase a product or use a service (Fornell, 1992). It is a reflection of being content with such a product or a service. Customer satisfaction is the assessment of the experience of interacting with a service provider up to the present time, and is used by customers to predict future experience (Crosby et al., 1990).

Rotter (1967) defines trust as "a generalized expectancy held by an individual that the word of another...can be relied on". He suggests that one of the key drivers in every organization is trust between individuals, and the existence of any social group is highly dependable on it. Moorman et al. (1993) underline confidence in another party and define trust "as a willingness to rely on an exchange partner in whom one has confidence".

According to Morgan and Hunt (1994), trust is one of the most essential constructs for successful relationship marketing and define it as "existing when one party has confidence in an exchange partner's reliability and integrity". Salciuviene et al. (2011) defined trust as a

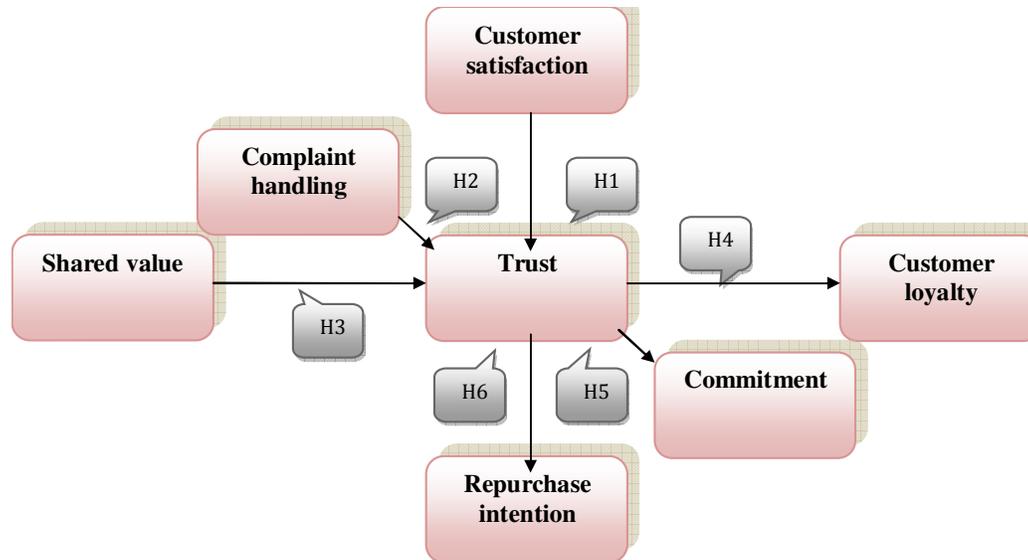


Figure 1. Conceptual model.

ground for constructiveness, credibility and confidence in another individual's reliability and competence. Within the relationship marketing framework, trust is described as the firm's belief that another company will perform actions that will result in positive outcomes for the firm, as well as not take unexpected actions that would result in negative outcomes for the firm (Schurr and Ozanne, 1985; Dwyer et al., 1987; Anderson and Narus, 1990; Moorman et al., 1992, 1993; Morgan and Hunt, 1994).

Two general approaches to this concept may be distinguished. On the one hand, trust has been considered a belief, sentiment, or expectation about an exchange partner's trustworthiness that results from the partner's expertise, reliability, and the perception about the partner's past behavior. In fact, a large number of authors see trust in this way (Dwyer et al., 1987; Anderson and Weitz, 1992; Ganesan, 1994). On the other hand, trust has also been viewed as a behavioral intention that reflects a reliance on the partner's good future intentions and involves vulnerability and uncertainty (Moorman et al., 1992). In this respect, Moorman et al. (1992) state that both components, beliefs and behavior intention, should be present for trust to exist (Rodriguez et al., 2007).

The buyer's overall satisfaction with the buying experience is proposed to have a positive impact on his or her trust of the service provider. Prior research has shown that constructs of trust and satisfaction are positively correlated (Crosby et al., 1990; Yoon, 2002). Evidence outlined by Kennedy et al. (2001) shows that customer satisfaction is an antecedent of trust of the service provider (Ha et al., 2010).

**H<sub>1</sub>:** Customer satisfaction positively influences trust.

### Complaint handling

Complaint handling is a special case of customer interactions. Improper and slow handling of complaints could reasonably be viewed by customers as opportunistic behavior (proposed by Morgan and Hunt, 1994 as an antecedent of trust), or as incompetence, thereby having a negative effect on credibility and therefore on trust (Ganesan, 1994). Complaint handling, hereafter to as "complaints" is already validated as an antecedent of trust (Ball et al., 2004).

**H<sub>2</sub>:** Complaint handling positively influences trust.

### Shared value

Kelman (1961) proposes that holding the same values as another person or group leads to more positive attitudes. In addition, parties that have overlapping views about fundamental beliefs with regard to wrong or right, high or low importance or unimportance, are more likely to share similar values in the dyadic relationship.

Shared values are closely linked to norms that are "a behavioral rule that is accepted, at least to some degree, by both members of the dyad" (Thibaut and Kelley, 1959). Shared values also contain information exchange, flexibility and solidarity elements (Heide and John, 1992).

Morgan and Hunt (1994) draw shared values as one of the precursors of trust. Shared values aid to trust and they create propensity to trust (Brashear et al., 2003).

Lewicki et al. (1998) suggest that trust is highly determined to the extent to which parties share values. Barber (1983) states that trust is important to maintain

and express shared values created in the trust-shared values relationship. Shared values help to experience the highest, unconditional trust (Jones and George, 1998). They also contribute to the development of trust (Nicholson et al., 2001; Morgan and Hunt, 1994; Dwyer et al., 1987).

**H<sub>3</sub>:** Shared value positively influences trust.

### Customer loyalty

Loyalty has been defined as “a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior” (Oliver, 1999).

Customer loyalty has two meanings: long-term and the short-term loyalty (Jones and Sasser, 1995). Customers with long-term loyalty do not easily switch to other service providers, while customers with short-term loyalty defect more easily when offered a perceived better alternative (Liu et al., 2011).

This study focuses on long-term loyalty. It is beneficial for service providers to establish a relationship with customers that customers would like to retain. In this situation, it is better to retain existing customers than recruit new ones (Ahmad and Buttle, 2002; Fornell, 1992). Loyal customers not only increase the value of the business, but they also enable it to maintain costs lower than those associated with attracting new customers (Castro and Armario, 1999).

Generally, loyalty has been, and continues to be, defined as repeat purchasing frequency or relative volume of same-brand purchasing. According to Jacoby and Kyner (1973), loyalty is the biased behavioral response, expressed over time, by some decision-making unit, either on the part of an individual, family or organization.

Trust can lead to long-term loyalty and strengthen the relationship between the two parties (Singh and Sirdeshmukh, 2000). As with loyalty, trust is a special psychological state that can only occur in certain relationships. When a customer trusts a service provider, he or she has the confidence in service quality and product quality of the service provider. Customers who trust a service provider are more than likely to be loyal to the company (Garbarino and Johnson, 1999). Past studies investigated the relationship between trust and customer loyalty (Luarn and Lin, 2003; Ball et al., 2004; Keh and Xie, 2009).

**H<sub>4</sub>:** Trust positively influences customer loyalty.

### Commitment

Commitment can be defined as an implicit or explicit

pledge of relational continuity between buyers and sellers (Dwyer et al., 1987). Willingness to remain committed assumes that the relationship will produce continued value or benefits to both parties (Hardwick and Ford, 1986).

Commitment is generally regarded to be an important result of good relational interactions (Dwyer et al., 1987). Moorman et al. (1993) 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. In line with this, Bennett (1996) argues that the strength of customers' commitment depends on their perceptions of efforts made by the seller.

Commitment is an exchange party's long-term desire to maintain a valuable ongoing relationship with another (Moorman et al., 1992; Morgan and Hunt, 1994). Berry and Parasuraman (1991) suggest that, in the services marketing area, relationships are built on the basis of mutual commitment. Following the literature, Garbarino and Johnson, 1999 defined customer commitment as an exchange partner's willingness to maintain an important enduring relationship.

The literature recognizes trust as a preceding state for the development of commitment (Garbarino and Johnson, 1999; Morgan and Hunt, 1994). Trust has been identified as an important predictor of commitment (Coote et al., 2003; Geyskens et al., 1996; Anderson and Weitz, 1989). A number of studies report significant relationships between trust and commitment (Palmatier et al., 2007; Lohtia et al., 2005). As commitment is closely linked to sacrifice, partners would look for other partners they can trust and they would commit themselves only when trust is established (Garbarino and Johnson, 1999). In accordance with the trust-commitment theory, we posit that trust is an antecedent of commitment (Morgan and Hunt, 1994; Salciuviene et al., 2011).

**H<sub>5</sub>:** Trust positively influences commitment.

### Repurchase intention

In the marketing literature, there is wide agreement on the crucial role of repurchase intention as the key behavioral outcome for relationship marketing success (Crosby and Stephens, 1987; Reichheld, 1996). Repurchase intention refers to the consumer's willingness to buy more from a company (Gounaris et al., 2010). Repurchase intention also refers to the individual's judgment about buying again a designated service from the same company, taking into account his or her current situation and likely circumstances (Lacey and Morgan, 2009).

Hennig-Thurau and Klee (1997) theorize that trust will play important roles in repurchasing decision. Such arguments are supported by the empirical findings of Bart et al. (2005) who find a strong relationship between

**Table 1.** Demographic characteristics of respondents.

Characteristics	Number	Percentage (%)
<b>Gender</b>		
Male	273	50.7
Female	265	49.3
<b>Education level attained</b>		
Secondary and below	32	5.9
Junior college	169	31.4
Polytechnic diploma	60	11.1
University degree and above	257	47.7
Others	20	3.9
<b>Age group</b>		
15-19	17	3.1
20-24	274	50.9
25-29	104	19.3
30-34	48	8.92
35-39	64	11.8
≥40	31	5.98

n = 538.

trust and behavioral intent.

Behavioral intent may include willingness to navigate further activities, such as repurchasing from the company. Ha et al. (2010) found the relationship between trusts and repurchase intention. They illustrated that trust based on prior affective experience play a crucial role in facilitating consumers' further repurchase intentions. Furthermore, trust influences the willingness to buy from a particular company (Jarvenpaa et al., 2000).

**H<sub>6</sub>:** Trust positively influences repurchase intention.

## METHODS OF STUDY

### The sampling process

Data were collected through survey using a structured questionnaire administered to the general public. The only condition for the inclusion of respondents was that they must have purchased an apple mobile phone before.

The survey was posted on the internet as it is a convenient, fast and cost-effective means of eliciting responses from respondents (Zikmund, 1999). The survey was posted on a website in Iran from June to August, 2011. To generate more traffic to the website, subjects were informed of the survey via e-mail. Subjects were encouraged to forward the survey to others. A total of 547 responses were collected. Out of these, nine were rejected because of missing data in the questionnaire. Thus, the total usable sample for analysis was 538.

### Profiles of respondents

Table 1 shows the demographic characteristics of the respondents

in total. There were almost equal number of males and females in the sample. The majority of the respondents were at least tertiary educated. In terms of age distribution, almost 51% were 20 to 24 years old.

### Data analysis

Prior to the LISREL analysis a set of items for each construct was examined in the pre-test using exploratory factor analysis to identify those items not belonging to the specified domain. The properties of the proposed research constructs were then tested with structural equation modeling (SEM). The maximum likelihood method of estimation was adopted. The SEM procedure is appropriate to test the proposed theoretical model because an evaluation is then possible of how well the proposed conceptual model that contains observed variables and unobserved constructs explains or fits the collected data (Bollen, 1989; Hoyle, 1995) (Figure 1).

## EMPIRICAL ANALYSIS AND RESULTS

### Measurement model

First a confirmatory factor analysis (CFA) to test the measurement model was performed. The covariance matrix as an input to LISREL 8.72 was used. The model was trimmed by discarding items for each construct where necessary in order to ensure the best fitting model. A split-sample approach was taken, whereby the total sample was split into a calibration and a validation sample (Diamantopoulos and Siguaw, 2000).

Table 2 shows the retained measurement variables and

**Table 2.** Overall CFA for the modified measurement model (n=538).

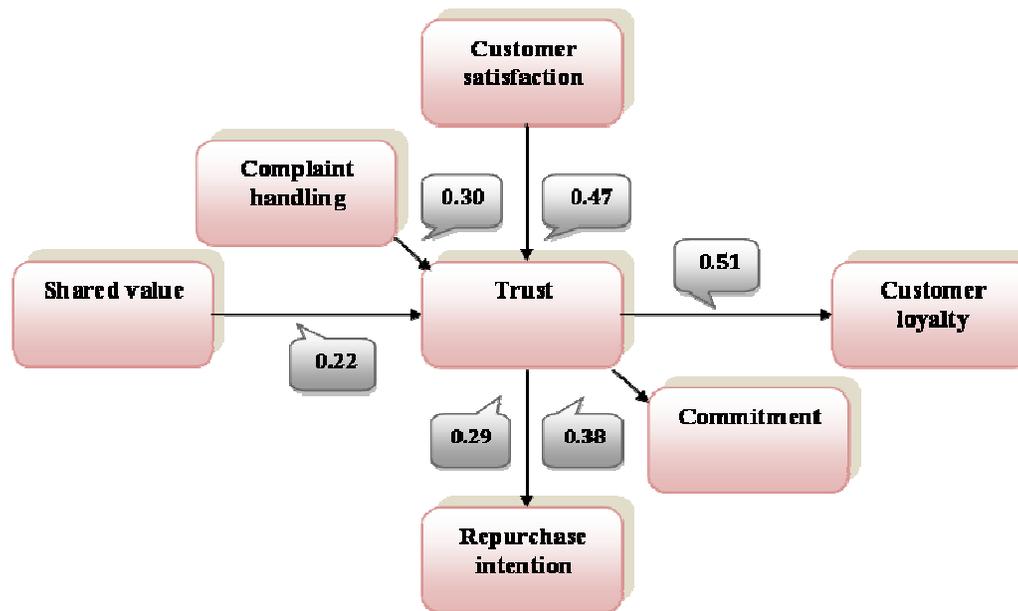
Constructs and indicators	Completely standardized loading	(t-value)	Construct and indicator reliability	Average
<b>Customer satisfaction</b>			0.96	0.88
1) How satisfied are you with your mobile service provider?	0.95	25.03		
2) How satisfied are you with the relationship with your mobile service provider?	0.87	34.11		
3) Overall, I am satisfied with my mobile service provider	0.83	21.62		
4) I would positively recommend this brand to other people	0.90	19.71		
<b>Complaint handling</b>			0.84	0.87
1) Imagine you have to complain to “your mobile phone provider” because of a bad quality of service. To what extent do you think that your operator will care about your complaint?	0.86	18.56		
2) Employees treated you politely and with respect when you complained	0.72	24.22		
<b>Shared value</b>			0.77	0.72
1) This brand has the same values as I do with regard to concern for others	0.75	13.93		
2) In general, my values and the values held by this brand are very similar	0.91	12.08		
3) I believe in the same values held and promoted by this brand	0.79	26.70		
<b>Trust</b>			0.73	0.81
1) This brand gives me a feeling of trust	0.77	32.09		
2) brand gives me a trustworthy impression	0.94	17.57		
3) I have trust in this brand	0.76	24.99		
4) My mobile service provider can be relied upon to keep promises	0.83	19.78		
5) My mobile service provider is trustworthy	0.64	16.20		
6) I have full confidence in my mobile service provider	0.78	16.08		
<b>Customer loyalty</b>			0.91	0.89
1) I intend to stay with this brand	0.97	12.93		
2) I intend to recommend this brand to others	0.80	19.44		
3) In the future, I would like to patronize this brand I have chosen	0.69	13.51		
4) I intend to remain a customer of this brand I have chosen	0.74	18.37		
5) I will keep on using this brand as long as it offers the best interest rates for me	0.92	21.69		
<b>Commitment</b>			0.80	0.72
1) I feel loyal to this service provider	0.91	31.11		
2) I am a loyal mobile service user	0.85	19.79		
3) Mobile services have a great deal of personal meaning for me	0.82	17.53		
4) My preference for this brand would not willingly change	0.71	15.66		
<b>Repurchase intention</b>			0.89	0.83
1) I have intention to repurchase this brand	0.88	30.87		
2) It is likely that I will repurchase this brand	0.70	22.19		
3) I expect repurchase this brand in the future	0.93	26.21		

the proposed constructs. The measurement model has a statistically significant value of the chi-square test

(Satorra–Bentler scaled chi-square=507.65, df=379,  $p<0.001$ ). However, the proportion between the

**Table 3.** Correlations among constructs.

S/N	Constructs	(1)	(2)	(3)	(4)	(5)	(6)	(7)
1.	Customer satisfaction	1.00	0.35	0.39	0.41	0.38	0.24	0.53
2.	Complaint handling	0.38	1.00	0.67	0.30	0.37	0.32	0.64
3.	Shared value	0.42	0.48	1.00	0.55	0.50	0.27	0.64
4.	Trust	0.33	0.35	0.58	1.00	0.61	0.59	0.30
5.	Customer loyalty	0.29	0.40	0.43	0.65	1.00	0.29	0.70
6.	Commitment	0.30	0.27	0.55	0.77	0.40	1.00	0.28
7.	Repurchase intention	0.44	0.31	0.55	0.65	0.68	0.55	1.00



**Figure 2.** Structural model.

chi-square value and degrees of freedom is within an acceptable range ( $\chi^2/df=1.34$ ). RMSEA (0.027) and standardized RMR (0.029) show a good fit. All other relevant measures (GFI=0.920; NFI=0.982; TLI=0.994; CFI=0.995) are also within an acceptable range, which allows the conclusion that the fit of the measurement model is acceptable (Bollen, 1989; Hoyle, 1995).

The item and construct reliability (Table 2) were then tested. All items are reliable and all values for composite reliability are above 0.70. According to a complementary measure for construct reliability, the average variance extracted (AVE), all constructs have good reliability. We also tested the model for convergent and discriminant validity as proposed by Anderson and Gerbing (1988). All t-values of the loadings of the measurement variables on the respective latent variables are statistically significant. Thus, convergent validity is supported. The correlations in Table 3 provide an initial test of discriminant validity. All correlations are below 0.80, thus, supporting

discriminant validity.

Discriminant validity was further assessed with a chi-square test for pairs of latent variables with constraining correlation coefficient between two latent variables ( $\phi_{ij}$ ) to 1. All unconstrained models have a significantly lower value of the chi-square ( $p<0.001$ ) than the constrained models, which allows the conclusion that the latent variables are not perfectly correlated and that discriminant validity exists (Bagozzi and Phillips, 1982).

**Structural model**

The final structural equation model (Figure 2) includes the exogenous latent variables customer satisfaction, complaint handling, shared value, trust, customer loyalty, commitment and repurchase intention.

The independent variables therefore explain the dependent variables well. The fit indices for the overall

**Table 4.** Results of testing the hypotheses.

H	Hypotheses	Proposed direction	Standardized path coefficient (t-test)	Result
H <sub>1</sub>	Customer satisfaction → trust	+	0.47 (5.48) p<0.05	Supported
H <sub>2</sub>	Complaint handling → trust	+	0.30 (4.22) p<0.05	Supported
H <sub>3</sub>	Shared value → trust	+	0.22 (1.36) p<0.001	Supported
H <sub>4</sub>	Trust → customer loyalty	+	0.51 (6.21) p<0.001	Supported
H <sub>5</sub>	Trust → commitment	+	0.38 (5.07) p<0.001	Supported
H <sub>6</sub>	Trust → repurchase intention	+	0.29 (2.45) p<0.05	Supported

model are also acceptable. Like with the measurement model, the structural model also has a statistically significant value of the chi-square test (Satorra–Bentler scaled chi-square=525.87, df=392, p<0.001), but the proportion between the chi-square value and degrees of freedom is within an acceptable range ( $\chi^2/df=1.34$ ). All other relevant fit indices are also within an acceptable range (RMSEA=0.027; SRMR=0.032; GFI=0.917; NFI=0.982; TLI=0.994; CFI=0.995). All of the parameter estimates are statistically significant and consistent with the proposed direction in the hypotheses. The findings support all of the six proposed hypotheses (Table 4).

## DISCUSSION AND CONCLUSION

This study extends current knowledge related to the interrelationship between customer satisfaction and trust. B2C marketing literature indicates that increasing satisfaction between two parties might strengthen their partnership, increase competitiveness and information exchanges, and improve trust (Abdul-Muhmin, 2005; Geyskens et al., 1999).

Our results thus indicate that trust in post-satisfaction situations can play a significant role in bridging a gap between consumer judgment and behavioral intention.

The results also suggest a positive relationship between shared values and trust. In other words, the finding demonstrates that shared values are potent enough to create and maintain trust in customer-service provider relationship. This finding also supports previous studies in the literature (Morgan and Hunt, 1994; Barber, 1983).

Service providers should view shared values as a key contributor to trust development. Service providers should assist customers in understanding what values of the brand are and whether values of the brand and values of customers are similar. It appears that the results of this study underscore the role of shared values in facilitating the successful development of trust in the network marketing company.

Trust can lead to long-term loyalty and strengthen the relationship between the two parties (Singh and Sirdeshmukh, 2000). As with loyalty, trust is a special psychological state that can only occur in certain

relationships. When a customer trusts a service provider, he or she has the confidence in service quality and product quality of the service provider. Customers who trust a service provider are more than likely to be loyal to the company (Garbarino and Johnson, 1999).

Trust is logically and experientially a critical variable in relationships, as has been hypothesized and borne out in the marketing literature (Moorman et al., 1993; Morgan and Hunt, 1994). Those who are not willing to trust a vendor in a competitive market place are unlikely to be loyal. The importance of trust in explaining customer loyalty is supported in this study.

The study results also reveal a positive relationship between trust and commitment. In the context of this study, trustworthy service providers play crucial role in customer's commitment to them. As trust increases, commitment tends to get stronger. This finding supports the view that successful commitment cannot be achieved without trust being established between two parties (Garbarino and Johnson, 1999; Morgan and Hunt, 1994). Service providers also could introduce other actions that lead to trust, such as clear communication and keeping and delivering promises given to customers. Once trust is established, customers are more likely to commit themselves to the brand.

Much of previous research on relationship marketing in the industrial context highlights the role of trust in inducing favorable behaviors (Morgan and Hunt, 1994; Kumar et al., 2003). The results reveal that trust has significant influence on repurchase intention. In managing relationships, it is worthwhile for firms to cultivate trust gradually among their customers and subsequently maintain high-quality relationships. Customers who have deep trust in their providers tend to continue the relationship. Therefore, managers should realize that trust is fundamental to buying–selling relationships.

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