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Building Customer Loyalty through Relationship Quality

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ABSTRACT

Objectives: This study aims to examine the effect of relationship quality dimensions, namely customer satisfaction, trust, and commitment, on customer loyalty in a Business-to-Business (B2B) context within the manufacturing industry at PT Indonesia Steel Tube Works (ISTW).

Methodology: This research employs a quantitative approach using a survey method, with data collected from 119 B2B customers of PT ISTW who are directly involved in purchasing decision-making.

Finding: The results show that customer satisfaction and trust do not have a significant direct effect on customer loyalty, indicating that in mature B2B relationships these variables function primarily as basic relational prerequisites rather than as key drivers of loyalty. Conversely, commitment has a positive and significant effect on customer loyalty, highlighting the importance of relational attachment and long-term orientation in sustaining B2B partnerships.

Conclusion: Within Social Exchange Theory (SET), customer loyalty is dynamic and does not always respond linearly to changes in satisfaction. Highly committed customers tend to maintain business relationships despite declining satisfaction, as SET views business relationships as ongoing value-based social exchanges rather than temporary states of satisfaction and trust.

Keywords: Manufacturing Industry; B2B; Relationship Quality; Customer Loyalty.

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INTRODUCTION

The manufacturing industry is an industrial subsector that plays a crucial role in transforming raw materials into finished goods on a large scale to generate profit (Muhammad Syahrul Maulana et al., 2023). The performance of the manufacturing sector in Indonesia has continued to improve, as reflected in Gross Domestic Product (GDP), export achievements, investment realization, labor absorption, and the Manufacturing Purchasing Manager's Index (PMI). This success is determined not only by production processes but also by marketing, financial, and administrative processes that play an essential role in addressing the challenges of a sustainable manufacturing system.

Sustainable manufacturing systems refer to manufacturing processes that emphasize effectiveness and efficiency in the utilization of natural resources during production activities; however, the main challenges include high setup costs, relatively complex supply chains, business-to-business cooperation, insufficient capabilities, high technological investment, and various other associated costs (Hartini et al., 2022). Companies that implement sustainable principles have the opportunity to achieve competitive advantage in the market through resource efficiency, the formation of a strong brand image, and enhanced customer loyalty

(Nurmawaddah Pasaribu et al., 2025). The Business-to-Business (B2B) industry represents one of the challenges in implementing sustainable manufacturing systems, as it seeks to achieve competitive advantage through branding strategies and customer relationship management. B2B is a business concept that focuses on the sale of products or services from one company to another, whereby the business relationship is established between suppliers and corporate customers (Indah et al., 2022). The success of B2B relationships is not solely determined by transactional relationships, but also by harmonious relationships that foster customer loyalty.

Alshurideh et al., (2023) argue that there are three main components considered important in the context of relationship quality, namely customer satisfaction, trust, and commitment. Meanwhile, in B2B relationships, satisfaction depends on perceptions of product quality, relationships, and corporate image (Arthur et al., 2024). Satisfaction refers to the emotional response resulting from the comparison between expectations and the services received; trust refers to confidence in the positive outcomes that will be obtained; commitment refers to an attitude indicating whether an individual is willing to maintain a relationship; and image refers to an asset in building trust.

PT Indonesian Steel Tube Works (ISTW) is a manufacturing company that produces high-quality Electric Resistance Welded (ERW) steel pipes for the automotive, construction, and infrastructure sectors, with a production capacity of up to 142,000 tons per year, and was established on January 11, 1971. An analysis of order behavior patterns from key accounts at PT ISTW reveals several phenomena related to customer loyalty, which are influenced not only by transactional value (price and product quality) but also by customer relationships. These relationships are assessed through subjective psychological factors, namely trust, commitment, and satisfaction. The results of a preliminary survey involving 26 business partners of PT ISTW indicate that trust and commitment have a strong influence on customer loyalty, although 12% of respondents still expressed hesitation to remain loyal if similar offers were available from other companies.

The sales structure of PT ISTW is dominated by the two-wheeler and four-wheeler industry segments, which collectively contribute approximately 70% of the company's total sales. During the 2018–2024 period, sales were dominated by the two-wheeler segment, which consistently exceeded the four-wheeler segment. However, a significant decline occurred in 2020 due to the pandemic, followed by a gradual recovery during the 2021–2023 period, although sales weakened again in 2024 for the four-wheeler segment. This condition aligns with the dynamics of national automotive production, which also experienced a decline in 2020 but gradually recovered in subsequent years. These differences in patterns indicate the presence of external factors related to relationship quality, considering that PT ISTW operates as a B2B company that emphasizes long-term business relationships, specific and stringent technical requirements, and a high level of dependency between suppliers and customers.

The phenomenon of customer loyalty at PT ISTW is observed in the two-wheeler component segment, where PT ISTW serves as a supplier to PT Astra Honda Motor (AHM) through PT PQR, which previously designated PT ISTW as its sole supplier. However, in subsequent years, a significant decline in order volume was experienced, continuing until 2024. Order volume data from PT PQR indicate fluctuating figures, with 16,180 tons in 2018, followed by a continuous decline until 2020, a recovery of 10,319 tons in 2021, and subsequent fluctuations during the 2022–2024 period. PT ISTW has received confirmation

that the decline in order volume from PT PQR was due to strategic policies implemented to mitigate post-pandemic risks. This phenomenon indicates the presence of a complex influence of commitment in business-to-business relationships, even though trust has been established over many years.

Trust serves as the initial entity in building sustainable business relationship value between customers and suppliers in Business-to-Business (B2B) contexts. Once trust is established, it is followed by commitment, which is demonstrated through the willingness to maintain long-term relationships (customer loyalty). Meanwhile, customer satisfaction emerges as a response to fulfilled customer expectations resulting from trust and commitment, reflected in positive experiences between customers and suppliers. Satisfaction subsequently shapes corporate image, which represents how customers subjectively “evaluate” or “perceive” a brand and, in turn, exerts a significant influence on customer loyalty. This relational framework can be examined both directly and indirectly in a comprehensive manner at PT ISTW.

Based on the phenomena described above, the researcher is interested in conducting a more in-depth study by analyzing the variables of satisfaction, trust, commitment, and loyalty. This study is based on the assumption that higher levels of satisfaction, trust, and commitment lead to stronger long-term relationships with customers (customer loyalty). Accordingly, this research aims to analyze the effects of customer satisfaction, trust, and commitment on customer loyalty at PT ISTW.

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) explains relationships among individuals or groups that develop based on subjectivity—such as trust and reciprocal intentions—grounded in perceived benefits and costs, and that encourage repeated actions, thereby enabling the formation of mutually beneficial relationships (Rinenggo et al., 2024). This mutually beneficial relationship is grounded in social and economic principles, which strengthen loyalty when both parties demonstrate commitment, trust, and mutual dependence on one another. According to Arthur et al. (2024), within the SET framework, B2B partners demonstrate loyalty by committing to, trusting, and depending on one another as long as both parties perceive satisfaction with the relationship. According to Iskandar et al. (2023), Business-to-Business (B2B) relationships do not focus solely on transactional aspects such as product or service quality and price; rather, harmonious relationships based on trust play a crucial role. Customer loyalty emerges as trust is built between customers and suppliers. Therefore, companies need to consistently maintain their performance delivered to customers in order to build trust and foster customer loyalty.

Trust

Trust in a business context refers to the willingness of a company or customers to depend on business partners or suppliers over the long term, through which perceptions are formed that influence attitudes and behaviors (Aprilianto et al., 2022). Trust in the B2B model plays a crucial role in enhancing supply chain responsiveness in order to create harmonious and consistent interactions that prioritize satisfaction among business partners (Arthur et al., 2024). Trust cannot be formed in a short period of time; rather, it requires consistency in a gradual formation process until strong trust is established (Anora et al., 2024). According to

Rinenggo et al. (2024), the indicators of trust in suppliers include commitment, service support, capability, and integrity.

Commitment

Arthur et al. (2024) define commitment as the willingness of a party to establish a consistent relationship in which business partners or customers feel obligated to continue cooperating with a service or product provider. The relationship implied in commitment is sustainable, valuable, and long term. According to Pratama et al. (2024), commitment can strengthen customer loyalty through several factors, including industry conditions, the type and quality of products, customer–brand relationships, and the overall business environment. Business-to-Business (B2B) relationships require a high level of commitment in their implementation to generate a high level of satisfaction. The commitment referred to here is the effort to balance short-term operational issues with the achievement of long-term objectives (Arthur et al., 2024). High levels of commitment in B2B contexts can increase the potential success of business partnerships, as well as the efficiency and effectiveness of business processes. The indicators of commitment according to Alshurideh et al. (2023) include:

1. Belief in being a committed business partner.
2. Willingness to make short-term sacrifices to maintain business relationships.
3. Belief in a long-term partnership.
4. Efforts to maintain business relationships to the maximum extent possible.

Customer Satisfaction

Customer satisfaction refers to the reaction to positive or negative experiences perceived by customers as a comprehensive evaluation of the performance of the offerings received (Sudiyono et al., 2022). Customer satisfaction is one of the key factors in determining business success, as it serves as a benchmark for a company in evaluating its performance or business efforts (Vaniara & Pramono, 2022). Arthur et al. (2024) argue that in the B2B industry, suppliers need to ensure customer satisfaction because long-term partnerships are strongly driven by customer satisfaction between suppliers and customers. According to Sari & Lestariningsih (2021), the factors influencing customer satisfaction include price, quality, emotional factors, as well as cost and convenience. According to Alshurideh et al. (2023), the indicators forming customer satisfaction include:

1. Satisfaction with services.
2. Services that meet expectations.
3. Appropriate methods of fulfilling needs.
4. Satisfaction with the relationship experience.
5. Harmonious relationships.

Customer Loyalty

Customer loyalty is defined as an outcome that reflects satisfaction obtained by customers when establishing business partnerships characterized by strong commitment, mutual trust, and long-term, mutually beneficial relationships with a company (Arthur et al., 2024). Companies continuously employ various strategies to maintain customer loyalty in order to secure their market position and promote long-term economic growth. Customer loyalty also enables companies to enhance their competitive advantage. Loyalty plays an important role in maintaining strong relationships between brands and customer trust. The formation of customer loyalty cannot occur instantly. Instead, it requires sufficient time to

build interactions and positive experiences between the company and its customers. According to Arthur et al. (2024), the indicators of customer loyalty include:

1. Willingness to commit more strongly than competitors.
2. Primary preference compared to competitors.
3. Being regarded as the best business partner.
4. Willingness to defend the company during controversies.
5. Being the first choice for doing business.

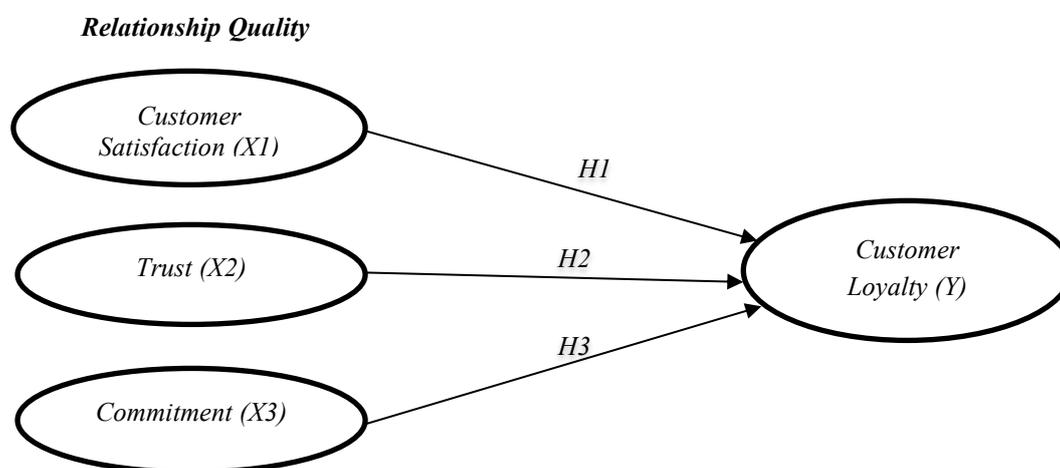
Hypothesis:

H1= The influence of customer satisfaction on customer loyalty

H2= The influence of trust on customer loyalty

H3= The influence of commitment on customer loyalty

Figure 1. Conceptual Framework



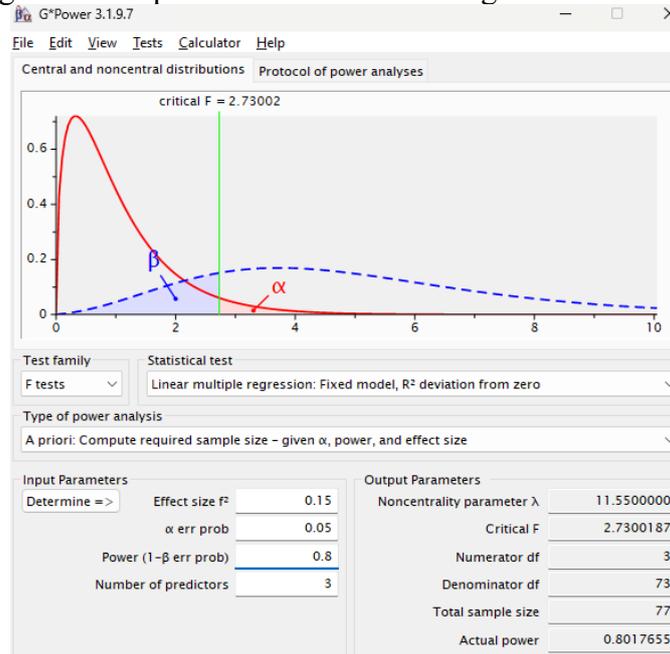
METHOD

This study employs a survey research strategy with a descriptive quantitative approach and an explanatory research design. Data were collected using a cross-sectional approach through questionnaires distributed to B2B partners of PT ISTW who met the respondent criteria, including:

1. Companies acting as customers that have established cooperation with PT ISTW.
2. Respondents who are stakeholders involved in the purchase of PT ISTW products and participate in the purchasing decision-making process.
3. Willingness to complete the questionnaire objectively and to represent the company's general perception of business relationship quality.

The sample size was determined using G*Power software version 3.1.9.7 with an effect size (f^2) of 0.15, a significance level (α) of 0.05, statistical power ($1-\beta$ error probability) of 0.8, and seven predictors, resulting in a minimum required sample size of 77 respondents. The simulation for sample size determination using G*Power software version 3.1.9.7 is presented in Figure 2 below.

Figure 2. Sample Size Calculation Using G*Power 3.1.9.7



Data were collected using a questionnaire measured on a 1–7 Likert scale, which had been validated through an expert judgement approach. The questionnaire was developed using Google Forms and distributed via email, WhatsApp, and direct customer visits conducted by the researcher with assistance from Sales Executives, accompanied by an official cover letter to ensure voluntary participation and to confirm that participation would not affect future business relationships. The study was conducted in December 2025, and data analysis consisted of descriptive analysis and hypothesis testing using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with SmartPLS 4 software.

RESULTS AND DISCUSSION

Results

The descriptive statistical analysis presented in Table 1 indicates that all indicators of the customer satisfaction, trust, and commitment variables have mean values above 5.6 with an overall median value of 6, indicating that respondents' perceptions of these three variables fall within a high category (positive evaluation). Meanwhile, the customer loyalty indicators show a mean value of 4.8 with a median value of 5, indicating that respondents' perceptions of the level of customer loyalty are in the moderate to agree category (still considered a positive evaluation). The relatively moderate standard deviation also indicates that respondents' answers are sufficiently consistent, concentrated around the mean values, and suitable for further in-depth statistical testing.

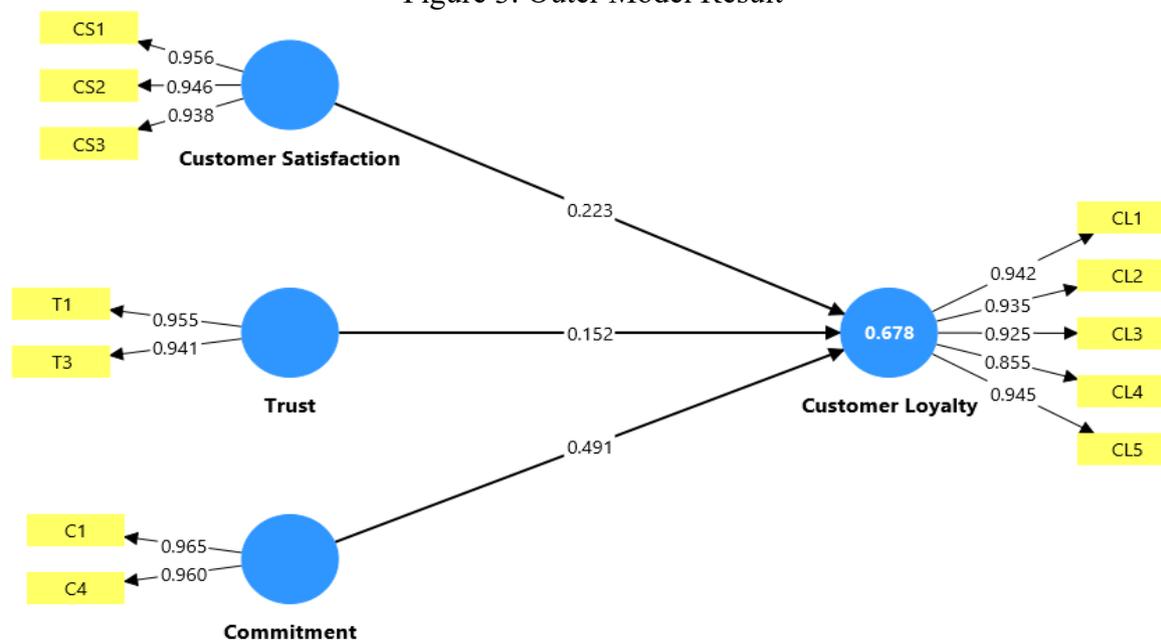
Table 1. Description of Customer Satisfaction, Trust, Commitment, and Customer Loyalty Variables

| Indikator | Mean | Median | Scale min | Scale max | Standard deviation |
|-----------|-------|--------|-----------|-----------|--------------------|
| CS1 | 5.697 | 6 | 2 | 7 | 1.178 |
| CS2 | 5.824 | 6 | 2 | 7 | 1.186 |
| CS3 | 5.748 | 6 | 1 | 7 | 1.291 |
| CS4 | 6.076 | 6 | 1 | 7 | 1.101 |
| T1 | 6.134 | 6 | 1 | 7 | 1.195 |
| T2 | 5.891 | 6 | 1 | 7 | 1.242 |
| T3 | 6.143 | 6 | 1 | 7 | 1.055 |
| T4 | 5.840 | 6 | 1 | 7 | 1.237 |
| C1 | 5.866 | 6 | 1 | 7 | 1.289 |
| C2 | 5.765 | 6 | 1 | 7 | 1.333 |
| C3 | 5.899 | 6 | 1 | 7 | 1.318 |
| C4 | 5.891 | 6 | 1 | 7 | 1.262 |
| CL1 | 5.605 | 6 | 1 | 7 | 1.361 |
| CL2 | 5.429 | 6 | 1 | 7 | 1.274 |
| CL3 | 5.471 | 6 | 1 | 7 | 1.295 |
| CL4 | 4.857 | 5 | 1 | 7 | 1.410 |
| CL5 | 5.471 | 6 | 1 | 7 | 1.407 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Outer Model

Figure 3. Outer Model Result



The outer loading values of all indicators for each construct exceed the minimum thresholds for Composite Reliability (CR) > 0.70 and Average Variance Extracted (AVE) > 0.50 (Hair et al., 2022), indicating that each indicator has a strong level of correlation with its latent construct and thus meets the criteria for convergent validity.

Composite Reliability and AVE

Table 2. Composite Reliability

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|------------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Commitment | 0.921 | 0.924 | 0.962 | 0.927 |
| Customer Loyalty | 0.955 | 0.958 | 0.965 | 0.848 |
| Customer Satisfaction | 0.942 | 0.942 | 0.963 | 0.896 |
| Trust | 0.888 | 0.899 | 0.947 | 0.899 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Table 2 presents the results of construct reliability testing using Cronbach's alpha and composite reliability indicators, showing that all constructs have values above the minimum threshold of 0.7, which indicates good and reliable internal consistency of the indicators for each construct. The Average Variance Extracted (AVE) values for the commitment, customer loyalty, customer satisfaction, and trust variables are above 0.5, meaning that each construct is able to explain more than 50% of the variance of its indicators. Therefore, the results indicate that the indicators used have a strong level of correlation with the structural model and that the model is valid and reliable.

Discriminant Validity (Fornell-Larcker)

Table 3. Fornell - Larcker

| | Commitment | Customer Loyalty | Customer Satisfaction | Trust |
|------------------------------|------------|------------------|-----------------------|-------|
| Commitment | 0.963 | | | |
| Customer Loyalty | 0.805 | 0.921 | | |
| Customer Satisfaction | 0.854 | 0.767 | 0.946 | |
| Trust | 0.815 | 0.735 | 0.821 | 0.948 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Table 3 presents the results of discriminant validity testing using the Fornell–Larcker criterion, in which the square root of the AVE (\sqrt{AVE}) for all constructs—commitment (0.963), customer loyalty (0.921), customer satisfaction (0.946), and trust (0.948)—is higher than the correlations with other constructs. Furthermore, all correlation values remain below the \sqrt{AVE} of their respective constructs, indicating that the research model meets the criteria for discriminant validity and is suitable for further analysis.

Inner Model

Collinearity Statistics (VIF)

Table 4. Collinearity Statistics (VIF)

| | VIF |
|---|-------|
| Commitment -> Customer Loyalty | 4.329 |
| Customer Satisfaction -> Customer Loyalty | 4.458 |
| Trust -> Customer Loyalty | 3.600 |

Soruce: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Multicollinearity testing was conducted using the Variance Inflation Factor (VIF) to ensure the absence of collinearity in the research model that could interfere with the estimation of relationships among variables. In other words, VIF values serve as a diagnostic indicator for detecting potential correlations among independent variables that may affect the stability of coefficient estimates. Table 4 shows that the Variance Inflation Factor (VIF) values for the paths leading to customer loyalty are below the conventional threshold of 5, indicating that there are no multicollinearity issues that could interfere with the interpretation of the relationships among variables.

Coefficient of Determination (R²)

Table 5. R-square (R²)

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|-------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Customer Loyalty | 0.678 | 0.690 | 0.078 | 8.665 | 0.000 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

The results of the structural model evaluation using the R-square (R²) value for the customer loyalty variable, as presented in Table 5, show an original sample (O) value of 0.678 with a sample mean (M) of 0.690. This value indicates strong explanatory power, as 67.8% of the variance in the customer loyalty variable can be explained by the independent variables in the structural model. The standard deviation value of 0.078 indicates a relatively low level of data dispersion, suggesting that the estimation results are stable. The T-statistics value of 8.665, which exceeds the critical value of 1.96, and the p-value of 0.000, which is below 0.05, indicate that the relationships tested among the variables are statistically significant. Therefore, the structural model demonstrates good predictive capability in explaining customer loyalty.

Effect Size (F2)

Table 6. Effect Size (f²)

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Commitment -> Customer Loyalty | 0.173 | 0.232 | 0.229 | 0.754 | 0.451 |
| Customer Satisfaction -> Customer Loyalty | 0.035 | 0.075 | 0.077 | 0.452 | 0.651 |
| Trust -> Customer Loyalty | 0.020 | 0.053 | 0.067 | 0.298 | 0.765 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Table 6 presents the results of the effect size (f^2) testing for each relationship in the model, where the customer satisfaction, trust, and commitment variables show f^2 values that fall within the low category. These findings indicate that the contribution of each variable to the improvement of customer loyalty is practically weak. This result also suggests that in B2B business relationships, statistical significance does not always correspond to practical significance, as there may be many other influencing factors outside the scope of the research model.

Predictive Relevance (Q^2)

Table 7. Predictive Relevance (Q^2)

| | Q^2 predict |
|-------------------------|---------------|
| Customer Loyalty | 0.608 |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

The results of the predictive relevance (Q^2) testing presented in Table 7 show a value of 0.608 (> 0) for the customer loyalty variable, indicating that the developed research model has good predictive capability, as stated in the PLS-SEM literature (Hair et al., 2022). Therefore, the relationships among variables in this research model are considered predictively relevant in explaining customer loyalty.

Hypotheses Testing Results

Table 8. Hypotheses Testing Results

| Hipotesis | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Information |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|---------------------------|
| Customer Satisfaction -> Customer Loyalty | 0.223 | 0.257 | 0.178 | 1.253 | 0.210 | Positive, Not Significant |
| Trust -> Customer Loyalty | 0.152 | 0.147 | 0.178 | 0.853 | 0.394 | Positive, Not Significant |
| Commitment -> Customer Loyalty | 0.491 | 0.463 | 0.226 | 2.173 | 0.030 | Positive, Significant |

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Table 9 presents the bootstrapping results, indicating that customer satisfaction has a positive but insignificant effect on customer loyalty ($\beta = 0.223$; $t = 1.253 < 1.96$; $p = 0.21 > 0.05$), leading to the rejection of the hypothesis. Similarly, trust shows a positive but insignificant effect on customer loyalty ($\beta = 0.152$; $t = 0.853 < 1.96$; $p = 0.394 > 0.05$), and the hypothesis is therefore rejected. In contrast, commitment has a positive and statistically significant effect on customer loyalty ($\beta = 0.491$; $t = 2.173 > 1.96$; $p = 0.03 < 0.05$), resulting in the acceptance of the hypotheses.

Discussion

The Effect of Customer Satisfaction on Customer Loyalty

The results indicate that customer satisfaction does not have a significant effect on customer loyalty, as shown by a path coefficient of 0.223, a t-statistics value of 1.253, and a p-value of 0.21. This finding supports Qomarsyah et al. (2023), who argue that customer satisfaction does not always lead to loyalty due to intense competition and the presence of

spurious loyalty, where repeated purchases occur without emotional attachment. This phenomenon is particularly relevant in the B2B manufacturing context, where customer satisfaction alone is insufficient to generate sustainable customer loyalty without being supported by long-term relational harmony (Iskandar et al., 2023). Therefore, in B2B contexts, customer satisfaction by itself is not sufficient to create sustainable customer loyalty unless it is reinforced by harmonious relationships that strengthen long-term perceptions.

The Effect of Trust on Customer Loyalty

The findings indicate that trust does not have a significant effect on customer loyalty, as reflected by a path coefficient of 0.152, a t-statistics value of 0.853, and a p-value of 0.394. This result aligns with Tandiwijaya & Rini (2022), who suggest that trust is not the primary driver of customer loyalty and should be examined alongside other mediating or moderating factors. In the B2B manufacturing context, trust functions mainly as a basic relational prerequisite rather than a direct determinant of customer loyalty. Therefore, in B2B settings, customer loyalty is strongly influenced by long-term contractual arrangements, meaning that trust does not strategically or emotionally bind customers, even though it remains an important aspect of business relationship formation. The presence of trust must be accompanied by other driving factors to enhance sustainable customer loyalty.

The Effect of Commitment on Customer Loyalty

The results demonstrate that commitment has a positive and significant effect on customer loyalty, as indicated by a path coefficient of 0.491, a t-statistics value of 2.173, and a p-value of 0.03. This finding is consistent with prior studies by Terinda & Retno Budi Lestari (2025) as well as Kalia et al. (2021), which emphasize the important role of commitment in fostering customer loyalty. In the B2B context, customer loyalty is largely driven by strong relational attachment and the intention to sustain long-term partnerships rather than by satisfaction and trust alone. Customers with a high level of commitment therefore tend to remain loyal despite competitive pressures, as commitment helps balance short-term challenges with long-term relationship objectives (Arthur et al., 2024).

CONCLUSION

This study examines the effect of relationship quality dimensions consisting of customer satisfaction, trust, and commitment on customer loyalty among active Business-to-Business (B2B) customers of PT Indonesia Steel Tube Works using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. The conclusions of this study are as follows:

1. Customer satisfaction and trust have a positive but insignificant effect on customer loyalty, indicating that in the B2B context these variables function mainly as basic prerequisites rather than as determinants of long-term customer loyalty.
2. Commitment has a positive and significant effect on customer loyalty, suggesting that in B2B relationships customer loyalty is primarily shaped by relational attachment and the intention to maintain long-term partnerships.
3. From a managerial perspective, companies are advised to strengthen Customer Relationship Management (CRM) strategies through strategic partnerships, consistent policies, the implementation of integrated software systems, and enhanced engineering support services, while also improving information accessibility through company websites to increase transparency and customer trust.

4. This research has not yet examined the relationship quality construct as a second-order construct. Therefore, future research is recommended to examine relationship quality as a second-order construct, expand the research scope to other B2B sectors, and include switching costs as a mediating or moderating variable to deepen the understanding of customer loyalty.

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