

Impact of Relationship Drivers Model and Trust on Customer Commitment In Life Insurance Industry in Padang City

**Regina Anwar, SE
Dr. Yulia Hendri Yeni, MT., DBA.
Andalas University**

Abstract

Presents the previous research of customer commitment, this research purpose to examine the influence of relationship drivers model and trust on customer commitment. The relationship drivers model used in this research are: economic value, customer recognition, switching cost, confidence benefit, shared value, and preferential treatment. There are 150 respondents from life insurance industry in Padang comprehended in this research. The respondents which involved are taken by using convenience sampling. The data is analyzed by examining the questionnaires have been distributed, using SPSS program. The findings can be taken as marketer's consideration which the most valuable key motivations why customers engage in a commitment of an insurance company. The estimated impact of each relationship driver offers important financial and managerial implications to marketers who must make trade-offs of competing marketing investments to build customer relationships on the basis of maximizing customer lifetime value.

Keywords: *Relationship drivers, Trust, Customer commitment.*

I. Introduction

In economic world, insurance become one of qualified way to manage risk. There has been much research on fair valuation of embedded options in life insurance contracts, including Bacinello (2001, 2003a, 2003b), Ballotta et al. (2006b), Briys and de Varenne, (1997), Grosen and Jørgensen (2000, 2002), Hansen and Miltersen (2002), Tanskanen and Lukkarinen (2003). A comprehensive review of this literature can be found in Jørgensen (2004). These authors use the appropriate concept of risk-neutral valuation of insurance contracts to price insurance liability risk; however, they do not consider risk measurement or management strategies within this process. Insurance, in such circumstances, is close to betting and, as such, was attractive in a society already well known for its love of gambling (Ruffat, Caloni and Laguerre, 1990). It sprang from the private initiative of medieval sea merchants who, having forsaken their age-old custom of travelling with their wares settled in ports and got involved with any ancillary business that appeared to offer an opportunity (Goff, 1986). The merchant would just as well go into insurance, ship ownership, banking or brokerage, if such opportunities arose. Versatility was a crucial element in diversifying their business and reducing their exposure to risk. Insurance industry will become profitable (Kompas, 2008). By looking the market population who really understand to the function of insurance is only 5 percent, the real policyholder is 17 percent (Rochma, 2007), it will be profitable to search the best way of entry insurance market. The average of annual insurance industry growth, about 25 percent (AAJI, 2007) will contribute to the successful of insurance industry. In global crisis era, insurance companies are different toward another financial institution, where they may gain "benefit" in crisis because insurance companies are risk and protection business. By looking the data of Indonesia life insurance policyholder only 34 million in 2007, it is still 15% from the total of population of Indonesia (Kompas, 2008). It becomes excellent opportunity if discuss about insurance industry because the percentage is still small, thus, if we know the appropriate strategy, involving in insurance industry will become profitable.

In order to increase the insurance awareness in Padang, it can be searched by discussing with the loyal policyholder in insurance company. The research can be done by using Relationship Drivers Model which demonstrates that the process of rapport building is fundamentally shaped by the relationship's contents (Morgan, 2000). The framework of the model argues that it is the combination of economic, social and resource drivers that result in customer commitment, through the application of the commitment-trust theory of relationship marketing (Morgan and Hunt, 1994).

II. Literature Review

Relationship marketing has the potential to improve marketing productivity and create mutual values by increasing marketing effectiveness and/or improving marketing efficiencies (Sheth and Parvatiyar 1995a; Sheth and Sisodia 1995). Relationship Drivers Model is proposed for linking key motivations regarding why customers engage in marketing relationship to their level of commitment to the firm and this framework is examined across three different customer relationship levels in two business-to-consumer (B2C) settings (e.g., Garbarino and Johnson 1999; Hennig-Thurau, Gwinner, and Gremler 2002; Iacobucci and Hibbard 1999; O'Malley and Prothero 2004; San Martin, Gutierrez, and Camarero 2004). The Relationship Drivers Model demonstrates that the process of rapport building is fundamentally shaped by relationship's contents (Morgan, 2004). The Relationship Drivers Model demonstrates that the process of rapport building is fundamentally shaped by relationship's contents (Morgan, 2004).

2.1.1 Economic Drivers

Economic drivers are in development of the foundations for building customer commitment. Economic driver variables employed in this model are:

1. Economic value;
Values can be defined as fundamental and enduring features of both people and organizations (Chatman, 1989). Individual values direct behavior, whereas organizational values provide ground rules for acceptable forms of behavior (Chatman, 1989). Economic value defined as the consumer's perceptions of the worth of goods and services provided in the marketing exchange. Customers must perceive receiving value at a lower cost in order to engage in a marketing relationship (Parvatiyar and Sheth, 2000). Economic value is strengthened when returning customers are rewarded with monetary enticements, such as discounted prices and other forms of pricing incentives.
2. Switching cost; describe as consumer perceptions of time, money and effort required to change brands, firms, or service providers (Jones, Mothersbaugh and Beatty, 2000). Switching costs may include any non-transferable assets, relationship-specific investments, search costs, learning costs and termination expenses. Chen (1997) and Taylor (1998) consider the possibility of competitive firms recognizing their previous customer in the context of switching costs, which brings additional dynamic effects into the analysis.

2.1.2 Social Drivers

Customers may initiate marketing relationship due to appealing economic value, but, social value must be present for marketing relationships to develop and continue. Social drivers variable consist of:

1. Customer recognition; the level of individual identification or recollection a customer receives from a firm and its employees.
2. Shared values; the extent to which goals, policies, and beliefs held by the exchange parties are consistent or compatible (Morgan and Hunt, 1994). Shared values are shown when a firm is perceived to be acting on behalf of its customers' best interests and by the way the firm treats its customers.

2.1.3 Resource Drivers

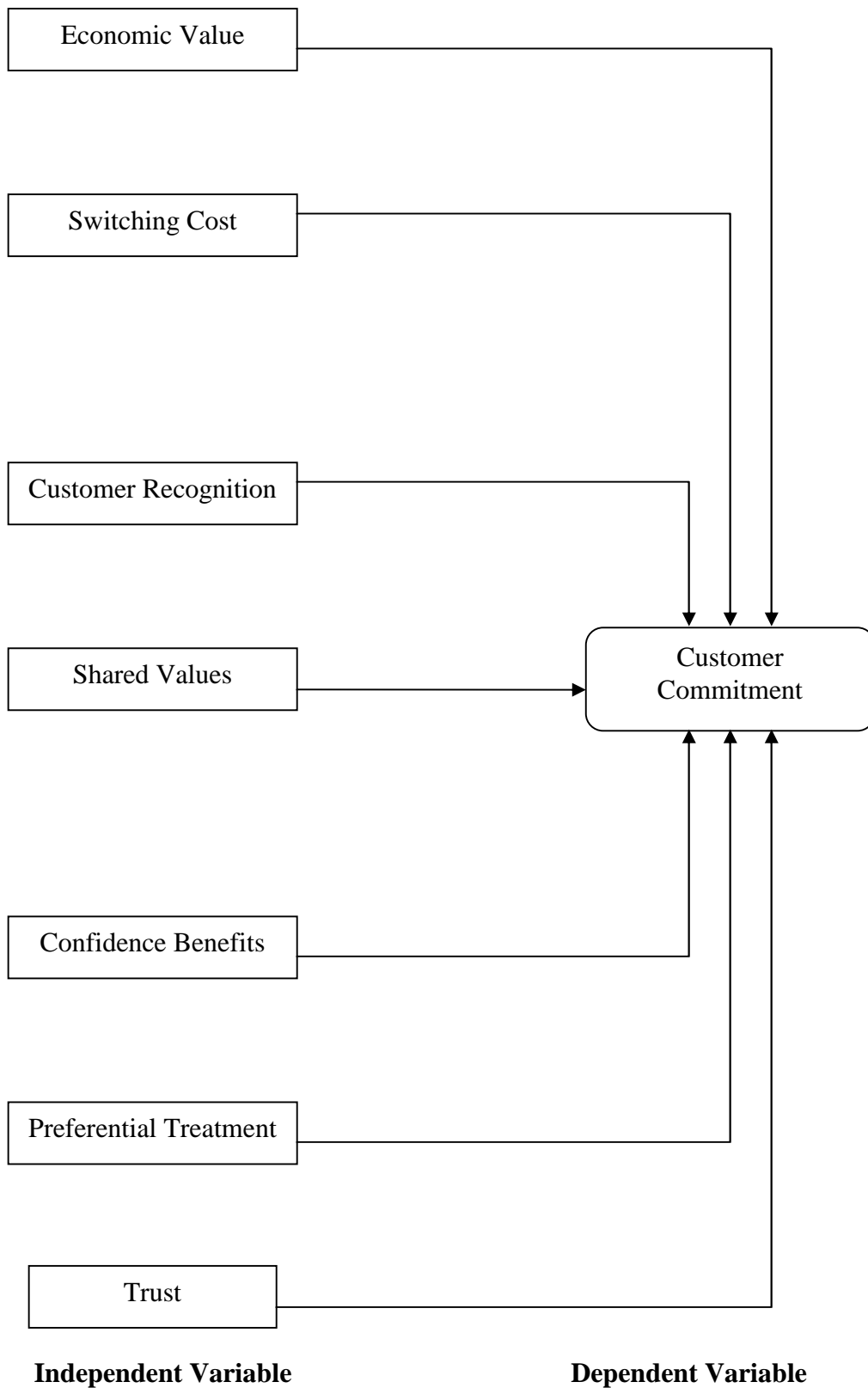
Resource drivers examine the reassurance, conviction, and level of enhanced services customers gain by engaging in marketing relationship. Resource drivers employed by:

1. Confidence benefits; the resource relief experienced by customers in established marketing relationship as a result of higher conviction in correct product or service performance, lower purchasing anxiety and knowing what to expect (Gwinner, Gremler and Bitner, 1998). Over multiple experiences, customers grow increasingly comfortable with their roles (Boyer and Hult, 2005)
2. Preferential treatment; the practice of giving selective customers' elevated social status and enhanced services beyond what is normally offered to customers. While controlling for individual customer characteristics, higher levels of preferential treatment are shown to positively influence relationship commitment, increased purchases, share of customer, word of mouth and customer feedback.

2.2 Trust

Trust conceptualized as existing when one party has confidence in an exchange partner's reliability and integrity. According to Moorman, Deshpandé and Zaltman (1993, p. 82), trust is defined as a willingness to rely on an exchange partner in whom one has confidence. Both definitions draw on Rotter's (1967, p. 651) classic view that trust is "a generalized expectancy held by an individual that the word of another can be relied on". Both definitions also highlight the importance of confidence. Consumer trust also defines as the expectations held by the consumer that the service provider is dependable and can be relied on to deliver on its promises (Sirdeshmukh, Singh and Sabol, 2003, p. 17).

III. Methodology



Variable	Dimension	Dimension Concept	Indicator	Scale
(X)	Economic value (X ₁)	Defined as the consumer's perceptions of the worth of goods and services provided in the marketing exchange. (Lacey, 2007)	a. I get an excellent value for the money b. Prices charged by this company are extremely fair. c. This firm gives me the real value especially in claiming. Source: Urbany, Beraden and Weilbaker's (1988)	Five point Likert scale
	Switching costs (X ₂)	Describe as consumer perceptions of time, money and effort required to change brands, firms, or service providers (Jones, Mothersbaugh and Beatty, 2000)	a. I would take a lot of time to switch thus I stay in this company. b. I would take a lot of effort to switch. c. I would require more time than I am willing to put forth. Source: Jones, Mothersbaugh and Beatty (2000)	Five point Likert scale
	Customer recognition (X ₃)	The level of individual identification or recollection a customer receives from a firm and its employees. (Lacey, 2007)	a. I respect to flexible, friendly and in touch of company (agent) to customer/policyholder. b. I am personally recognized c. The people who work there are familiar with me d. The people who work there remember me. Source: Morgan and Hunt (1994)	Five point Likert Scale
	Shared value (X ₄)	The extent to which goals, policies, and beliefs held by the exchange parties are consistent or compatible (Morgan and Hunt, 1994)	a. The company is consistent with my own personal values. b. The values in this firm reflect the type of person that I am c. The values are compatible with the things I believe in. d. The values are similar to my own. Source: Morgan and Hunt (1994)	Five point Likert Scale
	Confidence benefits (X ₅)	The resource relief experienced by customers in established marketing relationship as a result of higher conviction in correct product or service performance, lower purchasing anxiety and knowing what to expect (Gwinner, Gremler and Bitner, 1998)	a. I believe there is less risk that something will go wrong by purchasing from (firm) b. I have less anxiety when I do business with (firm) than with other (firms in the insurance industry) c. I know what to expect when I deal to this company. Source: Gwinner, Gremler and Bitner's (1998)	Five point Likert Scale
	Preferential	The practice of giving	a. I am usually placed higher	Five

	treatment (X ₆)	selective customers' elevated social status and enhanced services beyond what is normally offered to customers. (Lacey, 2007)	<p>on the priority list when there is a line</p> <p>b. I get faster service than most customers get</p> <p>c. I get better treatment than most customers.</p> <p>d. I get special things from the company that the most customers do not get.</p> <p>Source: Gwinner, Gremler and Bitner's (1998)</p>	point Likert Scale
	Trust (X ₇)	Trust is defined as a willingness to rely on an exchange partner in whom one has confidence. (Moorman, Deshpandé and Zaltman, 1993, p. 82)	<p>a. The company is very honest and truthful</p> <p>b. The company has high integrity</p> <p>c. The company can be trusted completely</p> <p>d. It can be counted on to do what is right</p> <p>Source: Morgan and Hunt (1994)</p>	Five point Likert scale
(Y)	Customer commitment	Defined as an enduring attitude or desire for a particular brand or a firm (Moorman, Zaltman and Deshpande, 1992)	<p>a. My relationship with this company is very strong and I am very committed to continuing it.</p> <p>b. This relationship is very important to me</p> <p>c. My relationship with this company is something what I really care about</p> <p>d. It is worth my effort to maintain</p> <p>Source: Morgan and Hunt (1994)</p>	Five point Likert Scale

IV. Result

No	Variable	Result
1	Economic Value (X1)	Rejected
2	Switching Costs (X2)	Rejected
3	Customer Recognition (X3)	Rejected
4	Shared Value (X4)	Accepted
5	Confidence Benefit (X5)	Rejected
6	Preferential Treatment (X6)	Accepted
7	Trust (X7)	Accepted

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.347	.337		1.028	.306
	X1	.101	.069	.119	1.452	.149
	X2	-.084	.051	-.114	-1.651	.101
	X3	-.036	.058	-.039	-.621	.536
	X4	.270	.104	.239	2.605	.010
	X5	-.026	.083	-.026	-.312	.756
	X6	.151	.063	.184	2.402	.018
	X7	.516	.090	.420	5.763	.000

a Dependent Variable: Y

The above table shows “trust” gives the strongest impact toward the customer commitment with the coefficient of 0.516.

Based on table , the regression formula is:

$$Y = 0.347 + 0.101 X1 - 0.084 X2 - 0.036 X3 + 0.270 X4 - 0.026 X5 + 0.151 X6 + 0.516 X7 + e$$

V. Implications

The research hoped will give good impact to insurance industry. It will help insurance agents to decide which factor in Relationship Model Drivers which consist of economic, social and resource that give more contribute in their loyal policyholder in order to get new policyholders easier and this will impact to their profit and market share in insurance industry competition. By looking the research the agent will know which is profitable. If they have found which part will more contribute on profit, the company will also be supported and helped in making the strategy for the future. Thus, the research hope will build up the growth of insurance industry especially in Padang by knowing the best way in reaching market. The research is in order to give theoretical contribution.

VI. Conclusion and future research

The research is conducted to observe the relationship marketing relationship toward customer commitment. The respondents are the policy holder of insurance company in Padang. According to the result and the equation regression, there are three independent variables which influence the customer commitment in insurance company. They are: trust, shared value, and preferential treatment. But the others, economic value, customer recognition, switching cost and confidence benefit, the negatives independent variables value, they do not influence the customer commitment. This research study attempt to build on existing relationship marketing theory by providing linkage between key motivations regarding why customer engage becoming a part of marketing relationship and customer commitment to the firm. From a theoretical standpoint, this research offers fellow researchers a framework for elaboration of relationship drivers of customer commitment. Practitioners of relationship marketing need to understand more fully the relationship drivers of their customers. Although Morgan and Hunt’s (1994) commitment-trust theory model has widely studied and discussed in the marketing literature, a theoretical framework to capture the potential motivations of relationship building has remained elusive (Morgan, 2000). By looking this research, marketers may consider the most valuable key motivations why customers engage in a commitment of an insurance company. The estimated impact of each relationship driver offers important financial and managerial implications to marketers who must make trade-offs of competing marketing investments to build customer relationships on the basis of maximizing customer lifetime value (Rust, Lemon and Zeithaml, 2004). In the analysis of data, the most valuable independent variable is trust. By capturing the impact of customer on

relationship marketing with the firm, this research offers an expanded view regarding the individual and cumulative contribution of relationship drivers to build customer commitment.

Reference

- Achrol, R. (1991). Evolution of the Marketing Organization: New Forms for Turbulent Environments. *Journal of Marketing*, 55(4), 77 – 93.
- Altman, I and Taylor, D, A. (1973). Social Penetration: The Development of Interpersonal Relationships, New York: Holt, Rinehart and Winston. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:31:54 AM
- Anderson, J, C and Narus, J, A. (1990). A Model of Distributor Firm and Manufacturer Firm Working Partnerships. *Journal of Marketing*, 54(1), 42 – 58. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:01:54 AM
- Bacinello, A. R. (2001). Fair Pricing of Life Insurance Participating Contracts with a Minimum Interest Rate Guaranteed. *ASTIN Bulletin*, 31(2), 257–297.
- Bacinello, A. R. (2003a). Pricing Guaranteed Life Insurance Participating Policies with Annual Premiums and Surrender Option. *North American Actuarial Journal*, 7(3), 1–17.
- Bacinello, A. R. (2003b). Fair Valuation of a Guaranteed Life Insurance Participating Contract Embedding a Surrender Option. *Journal of Risk and Insurance*, 70(3), 461–487.
- Ballotta, L., Haberman, S., Wang, N. (2006b). Guarantees in With-Profit and Unitized With-Profit Life Insurance Contracts: Fair Valuation Problem in Presence of the Default Option. *Journal of Risk and Insurance*, 73(1), 97–121.
- Barnes, James g. (1997). Closeness, Strength, and Satisfaction: Examining the Nature of Relationships Between Providers of Financial Services and Their Retail Customers. *Psychology & Marketing*, 14 (12), 765 – 790. www.proquest.com/pqdweb on Thursday, January 29, 2009, 5:14:52 PM
- Barney, J. B. (1990). The Debate Between Traditional Management Theory and Organizational Economics. *Academy of Management Review*, 15(3), 382 – 394
- Berry, Leonard L. (1983). Relationship Marketing. In *Emerging Perspectives on Services Marketing*, L. Berry, G.L. Shostack, and G.D. Upah, eds. Chicago: American Marketing Association, 25 – 28
- Berry, Leonard L. (1995). Relationship Marketing of Services – Growing Interest, Emerging Perspectives. *Journal of the Academy of Marketing Science*, 23(3), 236 – 245. www.emeraldinsight.com/0309-0566.htm on Tuesday, November 11, 2008, 10:27:34 PM
- _____and Parasuraman, A. (1991). *Marketing Services*. New York: The Free Press.
- Bettencourt, L.A. (1997). Customer Voluntary Performance: Customers as Partners in Service Delivery. *Journal of Retailing*, 73 (Fall), 383 – 406
- Boyce, J. (2005). *Marketing Research*. 2nd edition. North Ryde, N. S. W.: McGraw-Hill Australia.
- Briys, E., de Varenne, F. (1997). On the Risk of Insurance Liabilities: Debunking Some Common Pitfalls. *Journal of Risk and Insurance*, 64(4), 673–694.
- Business Week*. (2000). Why Service Stinks. (October 23), 118 – 128
- Chatman, J. A. (1989). Improving Interactional Organizational Research: A model of Person – Organizational Fit. *Academy of Management Review*, 14, 333 – 349.

- Chaudhuri, A and Holbrook, M, B. (2001). The Chain on Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing*, 65(4), 81 – 93
- Chen, Y. (1997). Paying Customer to Switch. *Journal of Economics and Management Strategy*, 6: 877 – 897.
- Crosby, L, A, Kenneth, R.E, and Cowles, D. (1990). Relationship Quality in Services Selling: An Interpersonal Influence Perspective. *Journal of Marketing*, 54 (July), 68 - 81
- Czepiel, J. A. (1990). Service Encounters and Service Relationship: Implications for Research. *Journal of Business Research*, 20 (1), 13 – 21
- Donaldson, L. (1990a). A Rational Basis for Criticism of Industrial Organization Economics. *Academy of Management Review*, 15(3), 394 – 401
- Doney, P, M and Cannon, j, p. (1997). An Examination of the Nature of Trust in Buyer-Seller Relationship. *Journal of Marketing*, 61(4), 35 – 51
- Dwyer, F. R and LaGage, R.R. (1986). On the Nature and Role of Buyer-Seller Trust. AMA Summer Educators Conferences Proceedings, T. Shimp et al. eds. Chicago: American Marketing Association, 40 – 45
- Dwyer, F.R., Schurr, p, and Oh, S. (1987). Developing Buyer-Seller Relationships. *Journal of Marketing*, 51 (April), 11-27. www.proquest.com/pqdweb on Tuesday, November 11, 2008, 10:27:34 PM
- Ford, David. (1990). Understanding Business Market: Interaction, Relationship and Network. London: Academic Press. www.proquest.com/pqdweb on Wednesday, January 07, 2009, 10:50:06 PM
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56, 6–21. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:23:54 AM
- Fournier, S, Dosche, S, and Mick, D.G. (1998). Preventing the Premature Death of Relationship Marketing. *Harvard Business Review*, 76(January – February), 42 – 51. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:24:54 AM
- Fox, A. (1974). Beyond Contract: Work, Power and Trust Relationships. London: Faber. www.proquest.com/pqdweb on Wednesday, January 07, 2009, 10:40:06 PM
- Garbarino, E and Johnson, M. (1999). The Different Roles of Satisfaction, Trust and Commitment for Relational and Transactional Consumers. *Journal of Marketing*, 63 (April), 70 – 87. www.proquest.com/pqdweb on Friday, January 09, 2009, 9:45:40 PM
- Gilliland, D and Bello, D. (2002). The Two Sides to Attitudinal Commitment: The Effect of Calculative and Loyalty Commitment on Enforcement Mechanism in Distribution Channels. *Journal of the Academy of Marketing Science*, Vol. 30 No 1, pp. 24 – 43
- Gozali, A. (2007). Riset Konsumen Asuransi Jiwa: Asuransi Lokal Masih Dominan. www.surveyyone.com on May 29th, 2008, at 14:44:01
- Gronroos, C and Ojasalo, K. (2004). Service Productivity towards a Conceptualization of the Transformation of Inputs into Economic Results in Services. *Journal of Business Research*, 57(4), 414 – 423.
- Grosen, A., Jørgensen, P. L. (2000). Fair Valuation of Life Insurance Liabilities: The Impact of Interest Rate Guarantees, Surrender Options, and Bonus Policies. *Insurance: Mathematics and Economics*, 26(1), 37–57.

- Grosen, A., Jørgensen, P. L. (2002). Life Insurance Liabilities at Market Value: An Analysis of Insolvency Risk, Bonus Policy, and Regulatory Intervention Rules in a Barrier Option Framework. *Journal of Risk and Insurance*, 69(1), 63–91.
- Gundlach, Gregory T and Patrick, E. M. (1993). Ethical and Legal Foundations of Relational Marketing Exchanges. *Journal of Marketing*, 57 (October), 35 - 46
- Gundlach, G.T, Achrol, R.S and Mentzer, J.T. (1995). The Structure of Commitment in Exchange. *Journal of Marketing*, 59 (January), 78 – 92. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:22:54 AM
- Gwinner, K, Gremler, D and Bitner, M.Jo. (1998). Realtional Benefits in Service Industries: The Customer’s Perspective. *Journal of the Academy of Marketing Science*, 26(2), 101 – 114.
- Håkansson, H. (1982). International Marketing and Purchasing of Industrial Goods: An Interaction Approach. Chichester, England: John Wiley and Sons, Ltd. www.proquest.com/pqdweb on Wednesday, January 07, 2009, 10:37:06 PM
- Halliday, S, V. (2004). How ‘Placed Trust’ Works in a Service Encounter. *Journal of Services Marketing*, 18 (1), 45 – 59. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:27:54 AM
- Hansen, M., Miltersen, K. R. (2002). Minimum Rate of Return Guarantees: The Danish Case. *Scandinavian Actuarial Journal*, 2002(4), 280–318.
- Hess, J. (1995). Construction and Assessment of a scale to Measure Consumer Trust, in Stern, B.B. *et al.*, (Eds), American Marketing Association, Chicago, IL, Summer, Vol. 6, pp. 20 – 26
- Hovland, C. E., Janis, I.L and Kelley, H. H. (1953). Communication and Persuasion. New Haven, CT: Yale University Press. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:21:54 AM
- Hrebiniak, L.G. (1974), “Effects of job level and participation on employee attitudes and perceptions of influence”, *Academy of Management Journal*, Vol. 17, pp. 649-62.
- Iacobucci, Dawn and Hibbard, J, D. (1999). Toward and Encompassing Theory of Business Relationships and Interpersonal Commercial Relationships: An Empirical Generalization. *Journal of Interactive Marketing*. 13 (3), 13 – 33
- Johnson, J.L and Cullen, J.B. (2002). Trust in Cross-Cultural Relationships. In Gannon, M and Newman, K. (Eds). *The Blackwell Handbook of Cross-Cultural Management*, Blackwell Publishers, Oxford.
- Jones, M, A, Mothersbaugh, D, L, and Beatty, S, E. (2000). Switching Barriers and Repurchase Intentions in Services. *Journal of Retailing*, 76 (2), 259 – 274. www.proquest.com/pqdweb on Tuesday, November 11, 2008, 10:27:34 PM
- Jørgensen, P. L. (2004). On Accounting Standards and Fair Valuation of Life Insurance and Pension Liabilities. *Scandinavian Actuarial Journal*, 2004(5), 372–394.
- Kelley, S.W and Davis, M.A. (1994). Antecedents to Customer Expectations for Service Recovery. *Journal of the Academy of Marketing Science*, 22(Winter), 52 – 61. www.proquest.com/pqdweb on Wednesday, January 07, 2009, 10:29:06 PM
- Kalafatis, S.P. and Miller, H. (1997). A Re-Examination of the Commitment-Trust Theory. In Gemünden, G. H. (Ed). *Relationship and Networks in Relationship Marketing*, Pergamon, London, pp. 213-228.
- Kotler, P. and Armstrong, G. (1989). *Principle of Marketing*, 4th edition, Prentice-Hall, Englewood Cliffs, N.J.

- Lacey, R. (2007). Relationship Drivers of Customer Commitment. *Journal of Marketing Theory and Practice*, Fall, p. 316 – 335
- Lacey, R, Suh, J, Morgan, R, M. (2007). Differential Effects of Preferential Treatment Levels on Relational Outcomes.
- Larzelere, R. and Huston, T. (1980). The Dyadic Trust Scale: Toward Understanding Interpersonal Trust in Close Relationships. *Journal of Marriage and Family*, August, pp. 595 – 604. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:11:54 AM
- Lee, J., Lee, J., & Feick, L. (2001). The impact of switching costs on the customer satisfaction–loyalty link: Mobile phone service in France. *Journal of Services Marketing*, 15, 35–48. www.proquest.com/pqdweb on Tuesday, November 11, 2008, 10:27:34 PM
- Leik, R.K and Leik, S.A. (1977). Transition to Interpersonal Commitment. *In Behavioral Theory in Sociology*. R. Hanblen and J. Kunkel, eds. New Brunswick, NJ: Transaction Books.
- Marinosa, B. G. (2001). Technological incompatibility, endogenous switching costs and lock-in. *The Journal of Industrial Economics*, 44, 281–298.
- McDonald, Gerald W. (1981). Structural Exchange and Marital Interaction. *Journal of Marriage and the Family* (November), 825 – 39
- Moorman, Christine, Rohit Deshpandè and Gerald Zaltman. (1993). Factors Affecting Trust in Market Research Relationships. *Journal of Marketing*, 57 (1), 81 – 101
- _____, Gerald Zaltman, and Rohit Deshpandè. (1992). Relationship Between Providers and Users of Marketing Research: The Dynamics of Trust Within and Between Organization. *Journal of Marketing Research*, 29(8), 314 – 29. www.proquest.com/pqdweb on Friday, January 09, 2009, 10:01:10 PM
- Morgan, R, M. (2000). Relationship Marketing and Marketing Strategy: The Evolution of Relationship Marketing Within the Organization. *In Handbook of Relationship Marketing*. Sheth and Parvatyar, eds., Thousand Oaks, 481 – 505. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:01:54 AM
- Morgan, R, M, and Hunt, D, R. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(7), 20 – 38. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:01:54 AM
- Nilssen, T. (1992). Two Kinds of Switching Costs. *RAND Journal of Economics*, 23: 579 - 589
- _____(1993). Playing Fair in Retailing. *Arthur Anderson Retailing Issues Newsletter*, 5,2
- ____and A. Parasuraman. (1991). *Marketing Services*. New York: The Free Press.
- Nielson, C. C. (1996). An empirical examination of switching cost investments in business-to-business marketing relationships. *The Journal of Business and Industrial Marketing*, 11, 38–60. www.proquest.com/pqdweb on Tuesday, January 27, 2009, 9:22:06 PM
- Nooteboom, B, Hans, B and Niels, G, N. (1997). Effects of Trust and Governance on Relational Risk. *Academy of Management Journal*, 40(2), 308 - 338
- O'Malley, L and Tynan, C. (1997). A Reappraisal of the Relationship Marketing Constructs of Commitment and Trust. Paper presented at AMA Relationship Marketing Conference, Dublin
- O'Reilly, Charles, Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, Internalization on Prosocial Behaviors. *Journal of Applied Psychology*, 71(3), 492 – 499. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:01:54 AM

- Oliver, R. L. (1999). Whence customer loyalty? *Journal of Marketing*, 63, 33–44. Neal, W.D. (1999). Satisfaction is nice, but value drives loyalty. *Marketing Research*, 21–23. www.proquest.com/pqdweb on Tuesday, January 27, 2009, 9:22:06 PM
- Patterson, P.G and Smith, T. (2003). A Cross-Cultural Study of Switching Barriers and Propensity to Stay with Service Providers. *Journal of Retailing*, 79(3), 107 – 120.
- Reichheld, F. (1996). The Loyalty Effect. Boston: Harvard Business School Press. www.proquest.com/pqdweb on Tuesday, January 27, 2009, 9:50:06 PM
- Rochma, M., (2007). Prospek Industri Asuransi Jiwa di Indonesia. *Journal of Economic Review*, 210.
- Rotter, Julian B. (1967). A New Scale for the Measurement of Interpersonal Trust. *Journal of Personality*, 35(4): 651 – 665
- _____ (1971). Generalized Expectancies for Interpersonal Trust. *American Psychologist*, 26 (May), 443 – 452
- Scanzoni, J. (1979). Social Exchange and Behavioral Independence. In *Social Exchange in Developing Relationships*, R. L Burgess and T. L. Huston, eds. New York: Academic Press. www.proquest.com/pqdweb on Wednesday, January 07, 2009, 10:29:06 PM
- Sekaran, U. (2003). *Research Methods for Business: A Skill – Building Approach* 4th edition. New York: John Wiley & Sons, Inc.
- Sharma, N., & Patterson, P. (2000). Switching costs, alternative attractiveness and experience as moderators of relationship commitment in professional consumer services. *International Journal of Service Industry Management*, 11, 470–490. www.proquest.com/pqdweb on Tuesday, November 11, 2008, 10:27:34 PM
- Sherman, S. (1992). Are Strategic Alliances Working?. *Fortune* (9), 77 – 78
- Sheth, Jagdish N. and Atul P. (1995a), Relationship Marketing in Consumer Markets: Antecedents and Consequences. *Journal of the Academy of Marketing Science*, (Fall), pp. 255-271. www.proquest.com/pqdweb on Friday, January 09, 2009, 10:20:24 PM
- Sheth, Jagdish N. and Rajendra S. Sisodia (1995), Improving Marketing Productivity, *Encyclopedia of Marketing in the Year 2000*, Chicago, IL: American Marketing Association- NTC Publishing. www.proquest.com/pqdweb on Friday, January 09, 2009, 10:19:24 PM
- Sirdeshmukh, Deepak, Jagdip Singh and Sabol. (2002). Consumer Trust, Value and Loyalty in Relational Exchanges. *Journal of Marketing*, 66(1), 15 – 37. www.proquest.com/pqdweb on Friday, January 09, 2009, 10:17:24 PM
- Spekman, Robert, E. (1988). Strategic Supplier Selection: Understanding Long-Term Relationship. *Business Horizons*, 31 (July/August), 75 - 81
- Tax, Stephen, Brown, S and Chandrashekar, M., (1998). Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing. *Journal of Marketing*, 60 (April), 60 - 76
- Taylor, C. (1998). Supplier Surfing: Price-Discrimination in Markets with Repeat Purchase. Working Paper, Texas: A&M University.
- Tirole, J. (1988). *The Theory of Industrial Organization*. Cambridge, Mass: MIT Press
- Thurau, H, Gwinner, K and Gremler, D.D. (2002). Understanding Relationship Marketing Outcomes: An Integration of Relational Benefits and Relationship Quality. *Journal of Service Research*, 4(2), 230 - 248

- Urbany, J. E., Bearden, W. O., Weilbaker, D. C. (1988). The Effect of Plausible and Exaggerated Reference Prices on Consumer Perception and Price Search. *Journal of Consumer Research*, 15(5), 95 – 110.
- Villas-Boas, J.M. (1999). Dynamic Competition with Customer Recognition. *RAND Journal of Economics*, 30: 604 – 631. www.proquest.com/pqdweb on Saturday, January 10, 2009, 10:01:54 AM
- Watrous, K. M., Huffman, A. H., and Pritchard, R. D. (2006). When Workers and Managers Quit: The Effect of Turnover and Shared Values on Performance. *Journal of Business and Psychology*, Vol. 21 no. 1. www.proquest.com/pqdweb on Tuesday, January 27, 2009, 9:34:06 PM
- Williamson, O. E. (1981). The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87, 548–577. Thursday, January 29, 2009, 5:29:33 PM
- Woodruff, R.B. (1997). Customer value: The next source of competitive advantage. *Journal of the Academy of Marketing Science*, 25, 139–153. www.proquest.com/pqdweb on Thursday, January 29, 2009, 5:27:30 PM
- Zabkar, V and Brencic, M. M. (2004). Values, Trust, and Commitment in Business-to Business Relationship. *International Marketing Review*, 21, 2, p. 202.
- Zeithaml, V.A. and Bitner, M.J. (2003). *Services Marketing: Integrating Customer Focus Across the Firm*. New York: McGraw-Hill.