RESEARCH ARTICLE:

Applicability of Relationship Intentions among the Civil and Building Engineering Contractors in the South African Construction Sector: A Case of B2B Industry

Xitshembhiso Difference Chauke[1], Lehlohonolo Amos Masitenyane[2] and Bakae Aubrey Mokoena[3]

Abstract

It is commonly believed that it is more expensive to attract new business than to invest in existing customers. This study investigates the applicability of relationship intention among civil and building engineering contractors (CBEC) and their concrete product suppliers (CPS). Furthermore, ascertains whether the duration of business support stimulates CBEC's intention to engage in business-to-business (B2B) relational exchanges. Very few studies attempted to explore if there is a statistically significant relationship between CBEC relationship intention and CPS in relation to the duration or length of support towards CPS. A cross-sectional descriptive research design was followed, using a probability simple random sampling procedure to collect data from CBEC operating in Gauteng, South Africa. Using structured self-administered questionnaires, data analysis embraced descriptive statistics, Exploratory Factor Analysis, Independent sample t-test and ANOVA. The findings suggest that it is possible to classify customers based on their relationship intention echelons with differing relationship ideas and dissimilar behaviour across the eight dimensions of relationship intention. For marketers operating within concrete product markets, a strategic recommendation emerges that relationship marketing efforts should be channelled towards customers who exhibit pronounced relationship intentions rather than directing their resources solely on the duration of business association. By diligently considering eight dimensions encompassing relationship intention, CPS can enhance their prospects of cultivating customer relationships that could ultimately lead to improved sales performance and improved profits through mutual benefits and continued relational intentions aimed at intensifying customer retention levels.

Keywords: *B2B; civil and building engineering contractors; duration of support; relationship intention; relationship marketing*

Introduction

The relationship marketing concept appeared following the proliferation of technological advancements that took the marketing field by storm (Achrol and Kotler, 2022). The phrase "relationship marketing" is ascribed to Berry's (1983) narrative that relational exchanges are a good formula for enticing, preserving, and enhancing relationships with customers and present them with better opportunities to grow (Vieira, 2022). Therefore, it is the connection that supplier organisations engage in to advance and preserve their customers by employing contemporary marketing strategies that can improve customer satisfaction levels (Amoako *et al.*, 2020). Hence, research interest in relationship marketing approaches and its prominence in attracting and retaining customers gained popularity among scholars and business practitioners (Cartwright *et al*., 2021; Rodrigues and Pinto-Ferreira, 2021), particularly in business-to-business (B2B) settings (Dwivedi *et al.*, 2023; Ferro-Soto *et al.*, 2022). Organisations began to appreciate the imperativeness of investing in long-term B2B relationship exchanges with customers who display an appetite to engage in relational exchange approaches (Høgevold *et al.,* 2021; Svensson *et al.,* 2019). The benefits of engaging in such approaches are comparable to those of strengthening relationship value that

[1]Vaal university of Technology, xitshembhisoc@vut.ac.za | https://orcid.org/0000-0002-7616-5851
[2]Vaal university of Technology, lehlohonolom3@vut.ac.za | https://orcid.org/0000-0002-8198-5950
[3]Mangosuthu University of Technology, mokoena.aubrey@mut.ac.za | https://orcid.org/0000-0002-1041-734X

leads to greater levels of customer satisfaction (Dhurup *et al.,* 2014; Kuhn and Mostert, 2018), increased loyalty (Evanschitzky *et al.,* 2022), and repurchase intentions (Wilson *et al.*, 2021). However, in the quest to attract and retain customers in today's uncertain global market, predominantly in B2B buyer-seller relationship setups organisations are faced with the challenge of establishing ways of formulating and maintaining lifetime customer value leading to continued relationship intentions (Høgevold *et al.,* 2021; Masitenyane and Mokoena, 2020). Even though the research findings from the latter-mentioned studies remain pertinent in the business environment, principally in emerging markets. It is vital therefore, to indicate that their extrapolation beyond a particular country or sector could be problematical from the resulting gaps and restrictions.

To begin with, relationship marketing theory (RMT) advocates that business deals have a life cycle as customers often change their views where, at each level of the relationship, various dimensions of social relationships are required to produce consistent and robust business associations (Cortez *et al.*, 2023). This suggests that as relationships are ever-changing, organisations should know which constructs must be used at each stage of the relationship life cycle (Eggert *et al.,* 2006). Bilro and Loureiro (2023) conceded in their study that relationship characteristics such as intensity and duration of B2B relationships could induce relationship longevity. Existing B2B studies in literature have overlooked the exploration of the time or duration dimension of associations in shaping long-term business relationships. The idea of relying on the duration of customer support as an indicator of relationship-building interest stems from the belief that lasting business relationships are built over time (Ferro-Soto *et al.*, 2022; Høgevold *et al.*, 2021) and that customer lifetime value and profitability becomes proportional with the length of customer support (Steyn and Mostert, 2022; Rodriguez *et al.*, 2022). On the other hand, the formation of long-term B2B relational exchanges using such an approach has proven not to be the best strategic option for sustainable buyer-seller relationships (Brodie *et al.,* 2019). If organisations are to successfully develop long-lasting relationships with their customers, they need to understand relationship development from the customer's viewpoint and identify those with definite relationship intentions (Mostert *et al., 2*018).

Kumar *et al.* (2003) recommended that organisations should identify customers with relationship intentions as they are more inclined to participate in such arrangements. Pursuing only customers who display relationship intentions has proven to be useful for many organisations (Evanschitzky *et al.*, 2022), because by investing in such customers, organisations stand to increase their return on investment from a strategically targeted direction that ensures valuable resources are not misused (Kuhn and Mostert, 2018). In addition, while customers exhibit varying levels of relationship intentions ranging from transactional to collaborative engagements, they differ in terms of preferences, experience and perceptions of relationship value (Ahmad and Akbar, 2023). Hence, understanding these differences is crucial for tailoring astute relationship management strategies. Service providers must, therefore, assess customer motivations to align their approach with their level of engagement and relationship expectations (Nelson *et al.,* 2024), more so from a B2B perspective (Masitenyane *et al.*, 2023). In recent times, within the emerging competitive markets, several investigations have been conducted on the effects of relationship intention as an efficient marketing tool in various industries from business-to-customer (B2C) contexts; for example, in the cell phone industry (Steyn and Mostert, 2022); personal tax services industry (Mostert and Luttig, 2018); retail clothing industry (Kuhn and Mostert, 2018) as well as the banking industry (Ahmad and Akbar, 2023). Comparatively, it is worth noting that there is dearth of relational exchange studies that have investigated relationship intention and its variables in B2B settings, particularly in the emerging South African concrete product market.

Even though Kumar *et al.* (2003) recommended that B2B researchers should explore this construct and its dimensions in various industries, only a limited number of studies have been done; for example, Tedja *et al.* (2024) explored customer intentions to continue business relationships in the context of lubricant companies; Masitenyane *et al.* (2020) investigated the antecedents of relationship intentions and its association with concrete manufacturer's relationship quality; and Amoako *et al.* (2020) assessed customer's intention to continue relationships in the breweries sector. In addition, Masitenyane *et al.* (2020) applying factor analysis identified factors of relationship intentions in the construction industry. Although the aforementioned studies provide the basis for understanding relationship intention as a proper marketing construct, they offer inconsistencies in terms of the veracity of the different dimensions. Accordingly, this study sets out to establish whether the proposed dimensions of relationship intention can successfully assess CBEC relationship intentions with their CPS. In addition, the study confirms whether the CBEC can be grouped based on their relationship intention level and determine whether the CBEC exhibit greater or lower relationship intentions towards their CPS based on the duration of their support.

Theoretical Framework and Literature Review

Many fields of enquiry including psychology, marketing and general management are accommodated by the social exchange theory (SET) proposition (Roberts-Lombard *et al.*, 2024). This study operationalised the SET and RMT as a hypothetical basis. SET is a sociological and psychological notion which posits that relationships are formed and maintained through a cost-benefit analysis by individuals or groups (Zoller and Muldoon, 2019). Ramadonna *et al.* (2019) assert that a relational partner's decision to stay in a relationship is influenced by the value derived from the relationship, especially as customers' willingness to interact with a service provider is determined by their perceptions of value received. Consistent with the conceptions of the theory of reasoned action by Ajzen and Fishbein (2018) and the theory of planned behaviour by Bosnjak *et al.* (2020), it can be said that customer service attitudes are linked to their behavioural patterns. Several scholars confirm that value offerings impact customers' overall behaviour towards their service providers (Nguyen, 2024; Prodanova *et al.*, 2019; Roberts-Lombard *et al.*, 2024). Thus, it can be said that SET is based on social behaviour that is dictated by customer's will to engage in relational exchanges. It can be used to explain the dynamics and motivations behind collaborations and contractual relationships. With regard to RMT, Grönroos (2019) suggests that relationship marketing is founded on building and managing long-term association with customers, which involves creating value through continuous engagement to develop lasting connections. Through a relationship marketing approach, customers' commitment to their CPS can only be enhanced when what is on offer is guided by specific principles, which can impact on customer future behavioural intentions (Nelson *et al.,* 2024; Priantoro and Yudiana, 2021). Therefore, it is crucial for CPS to understand customer value perceptions and commitment intentions to establish, manage and maintain long-term relationships with them (Roberts-Lombard *et al.*, 2024). CBEC will demonstrate their worth and reliability through consistent delivery of quality projects, transparent communication and ethical practices that lead to trust, especially in South Africa, given past challenges related to corruption and delays with project delivery and conclusion.

Extant literature indicates that in the past, customers were pursued to purchase what was offered and there were limited efforts made by organisations to establish, build and retain their ongoing business support (Kuhn and Mostert, 2018). Ndubisi (2007) mentions that research advocates that organisations can leverage customer-organisation associations to gain certain privileges that would enable them to meet their customers' needs and satisfactorily outclass competitors. This has led to an expanding interest in the subject of relational exchange marketing. According to Grönroos (1996), with relational exchange marketing approaches, the objective is to meet the relational partners mutual exchange of ideas and amicable execution of promises. Hence, its application is key to developing long-term emotional bonds (Nelson *et al.,* 2024). Van Tonder and Roberts-Lombard (2015) state that upholding lasting customer relationships is important because pursuing first-time buyers costs five to ten times more than focusing on repeat transactions by current customers. Reichheld (1993) asserts that a 5% increase in customer preservation typically improves revenue by 60% in the fifth year of the relationship. It is for such reasons that organisations need to consider alternative methods of building customer relationships and focus only on customers who show a longing to engage in relational exchange strategies, as opposed to focusing on the duration of support.

Høgevold *et al.* (2021) confirm that the advantage of using relational exchange methods is that organisations enjoy reduced customer price sensitivity and reduced acquisition costs, and increased customer spending (Venkatesan *et al.,* 2022); enhanced lifetime value that translates into greater profitability (Kuhn and Mostert, 2018). In B2B contexts, the identification of willing relational partners is a crucial phase in the relationship management process (Masitenyane and Dhurup, 2020). Rodrigues and Pinto-Ferreira (2021) reiterate that customer B2B relationship intentions can therefore be used as a tool to focus on customers who truly aspire to form business relationships and, in that way, avoid misuse of resources. This is true, as customers who show no sign or modest relationship intentions tend to be more fascinated with short-term transactional dealings (Kuhn and Mostert, 2018). Therefore, comparing customers with relationship intentions is crucial, as those who display elevated relationship-building intent are more likely to positively react to the organisation's relational exchange strategies (Priantoro and Yudiana, 2021).

H1: Civil and building engineering contractors can be grouped based on their relationship intention level.

Relationship intention, which is the will to engage in business dealings repeatedly with a specific supplier organisation (Uhlig *et al.,* 2020), was coined by Kumar *et al.* (2003) containing five constructs, i.e. (*expectations, involvement, feedback, forgiveness, and fear of loss of relationships*) that should be assessed to determine

customer readiness to form long-term relationships with supplier across different industries. However, various relationship marketing constructs are suggested in the literature, as researchers are continuously arguing whether a generic set of measures that fully represents vital features of relationship-building measures exist. Palmatier *et al.* (2009) mention that there is little agreement among scholars as to which constructs either individually or merged, best define essential characteristics of relationship-building constructs. As a result, compared with previous B2C and B2B relationship-building studies, this study establishes the applicability of an eight-dimensional relationship intention measure by enhancing Kumar *et al.*'s (2003) model with three additional variables (trust, flexibility and information sharing) as some of the largely investigated constructs in relationship-building studies (Masitenyane and Dhurup, 2020). Collectively, these constructs have never been tested in B2B settings, specifically in the emerging South African concrete product environment. Thus, an understanding of dissimilar dimensions of relationship intentions and their association with the duration of support may serve as a useful instrument to examine customer behavioural patterns from B2B contexts.

According to Kuhn and Mostert (2018) expectations are a set of ideas which customers use to benchmark their contentment against the worth of their relationship with suppliers concerning tangible and intangible performance of the organisations' products and services. Drawing from the premise that customer expectations serve as a gauge of relationship intention, positing that those harbouring higher expectations are more likely to demonstrate increased concern for the organisation and potentially form a relationship with them, in contrast to those who display lower relationship-building intentions (Kumar *et al.*, 2003), accordingly, the following hypothesis is postulated:

> H_2: *Civil and building engineering contractors exhibiting greater relationship intentions maintain elevated expectations of their CPS compared to those with low relationship intentions.*

Customer involvement is the extent to which customers without being pressured take part in relational exchanges with a specific organisation (Kumar *et al.*, 2003). Roberts *et al.* (2022) assert that customer involvement facilitates relationship-building as customers become highly involved with relationship activities that serve their aspirations and interests (Vatavwala *et al.*, 2022). As habitual buying practices usually represent little involvement, while impulsive procurement of the same products from the same supplier tends to epitomise customer high-level involvement (Moses *et al.*, 2021), accordingly, customers who are highly involved with the organisation show strong emotional attachment and greater bonding that is more satisfying and expressive of the will to continue the relationship (Priantoro and Yudiana, 2021). Based on the context and logic presented, we can formulate the following hypothesis:

> H_3: *Civil and building engineering contractors demonstrating higher relationship intentions exhibit greater engagement with their CPS compared to those with low relationship intentions.*

Customer feedback clarifies organisations about a satisfactory product or service let-down and, in that way, provides the needed opportunity to recover and prohibit the occurrence of disappointments in the future (Liu and Matilla, 2015). Similarly, customer feedback assists with detecting problem areas and offers organisations an opportunity to improve or correct their mistakes, thereby preventing disgruntled customers from switching to other suppliers or spreading negative information about the organisation (Umashankar *et al.*, 2017). Furthermore, when customer expectations are unmet, those with relationship intentions are likelier to voluntarily provide feedback to support the organisation in improving its offerings (Liu and Matilla, 2015). Thus, the following hypothesis can accordingly be formulated:

> H_4: *Civil and building contractors displaying higher relationship intentions are more likely to offer feedback to their CPS compared to those with low relationship intentions.*

Forgiveness can be considered a complex process that comprises cognitive, emotional, and motivational reactions to offences such as product or service failure (Vatavwala *et al.*, 2022). Customers who value their relationship are more willing to forgive as they are emotionally connected to their relational partner, and they are less interested in offending them (Umashankar *et al.*, 2017). This view corresponds with the supposition that customers that are prepared to forgive are keen to support a lasting relationship with their supplier (Kumar *et al.*, 2003). In other words, customers who are prepared to forgive their supplier if their expectations are unmet hold greater relationship-building intents. Therefore, it is hypothesised that:

H_5: Civil and building engineering contractors with higher relationship intentions are more likely to forgive their CPS compared to those with low relationship intentions.

Kumar *et al.* (2003) denote fear of relationship loss as the cost's customers sustain when switching from one product supplier to another, which restricts them from doing so. The relational bond that customers appreciate with their supplier organisation leads to switching impediments when they compare the cost of terminating the relationship and forfeiting the relational benefits because of ending the relationship (Steyn and Mostert, 2022). Possible benefits that customers tend to lose when terminating the relationship include social benefits stemming from personal appreciation, friendship, and familiarity with service personnel (Huifeng and Ha, 2020). Also, customers fear losing special treatment benefits such as quick service or personalised attention (Umashankar *et al.,* 2017; Wang *et al.,* 2023). Given the context, we can formulate the following hypothesis:

H_6: Civil and building engineering contractors possessing higher relationship intentions exhibit a greater apprehension of losing their relationship with their CPS compared to those with low relationship intention.

Trust is an essential component of SET, which presupposes ensuing, reciprocally beneficial social interactions between the relational exchange partners (Bosnjak *et al.,* 2020). When customer trust is established between the relational exchange partners, a feeling of continuing a lasting relationship orientation is experienced. As a precursor to commitment (Morgan and Hunt, 1994), trust is regarded as crucial in the establishment, maintenance and development of mutual exchange relationships. Therefore, for the exchange partners to establish and maintain trusting exchange relationships, they should first accept each other's benevolence, trustworthiness, honesty, dependability and ability, as they trust that their individual aptitudes and commitments will be preserved (Steyn and Mostert, 2022). Various studies such as Dang *et al.* (2019), Metz *et al.* (2022) and Ngouapegne and Chinomona (2018) found that customer trust provides grounds for affection, sincerity and strength, granting the relational partners a sense of security and reliance on each other over time to engage in long-term relationships. Thus, it is hypothesised that:

H_7: Civil and building engineering contractors with elevated relationship intentions demonstrate a higher level of trust with their CPS compared to those with low relationship intentions.

Yu *et al.* (2017) allude to flexibility as organisational competence to adapt in the ever-changing market environment. If organisations can exercise some form of flexibility in their operational requirements, that could afford them the necessary competence of improving performance and gaining a competitive advantage (Masitenyane *et al.,* 2020). However, that would be contingent on amendments that organisations make when faced with challenges of adaptation to drive efficiency that suits their ever-changing business environment (Yu *et al.,* 2017). Accordingly, flexibility is vital for organisational performance as a tactical ability that fits the relational requirements (Husain *et al.,* 2024; Vieira, 2022). Therefore, it is hypothesised that:

H_8: Civil and building engineering contractors with higher relationship intentions exhibit greater flexibility in their interactions with CPS compared to those with low relationship intentions.

Constant information sharing from customers to organisations and vice versa is vital in improving customer trust (Hafez, 2021). The primary outcome of sharing information with a buyer is the establishment of a scenario wherein the supplier organisation can cultivate customer loyalty by providing and disseminating valuable information tailored to meet the customers' needs, desires, and preferences (Steyn and Mostert, 2022). This information can encompass vital insights or crucial operational decisions, such as market research and capacity planning. Consequently, it can be inferred that when organisations engage in information sharing with their customers, it fosters a greater willingness to exchange and share information, thereby enabling organisations to enhance their offerings (Kumar and Lata, 2021). Given the discussion on the sub-constructs encapsulating relationship intention as outlined in this study, it becomes evident that Kumar *et al.*'s (2003) assertion regarding variations in customers' relationship intention levels, including the sub-constructs used to assess relationship intention, holds true. Thus, we can formulate the following hypothesis:

H_9: Civil and building engineering contractors with higher relationship intentions engage in a higher level of information exchange with their CPS compared to those with low relationship intentions.

Organisations stand to gain a variety of benefits from applying long-term relationship marketing approaches, mainly from customers who exhibit relationship intentions (Rosário and Casaca, 2023). Some relationship marketing

researchers presume that regular and longer period of customer support is significant for organisations to consider in building long-term relationships with customers, as it is understood that lengthy customer support is concomitant with high profits (Rosário and Casaca, 2023; Mostert *et al.*, 2018). This supposition has led many to huge organisational relationship-building costs, as it is believed that customers who have supported their supplier organisations for a certain period yield positive results (Hafez, 2021). Also, as prolonged business relationships remain, customers' trust, involvement, and friendship with the supplier organisation will improve their association (Dhurup *et al.*, 2014; Steyn and Mostert, 2022).

Despite all these beliefs, Kumar *et al.* (2003) and Mostert *et al.* (2018) argue that the duration of customer support does not demonstrate significant affection but is instead indicative of commercial dealings that exists between the two parties (Mostert *et al.*, 2018). Thus, Rosário and Casaca (2023) warn that long-lasting buyer-supplier relationships will not automatically occur if created on the duration of contact or support between the two parties. This study also tends to share the same sentiment and advocates that preventive measures must be exercised in assuming that there is a link between the duration of customer support and relationship intention (Spies and Mostert, 2015), as customer relationship intentions may not be influenced by the duration of customer patronage (Kumar *et al.*, 2003). Various preceding B2C studies were undertaken in South Africa on relationship intention such as in the cell phone industry (Mostert and Luttig, 2018; Mostert *et al.*, 2018); clothing industry (Kuhn and Mostert, 2015); banking industry (Spies and Mostert, 2015); short-term insurance (Kumar and Lata, 2021), corroborate this view, after finding that there is no relationship between the duration of customer support and relationship intentions. Even though many customers purchase products from the same service provider over a period, it cannot be assumed that such exchanges have brought about the establishment of an emotive attachment to advance a long-term business relationship (Kumar *et al.,* 2003).

Methodology

Consistent with the post-positivist research paradigm, this study followed a quantitative research approach, employing correlational research design especially single-cross-sectional design. This study contained no risk for the customers involved and ethical clearance was obtained from the university committee before undertaking the study to ensure that the study adhered to the ethical principles. A probability simple random sampling method was employed to identify the 560 respondents fitting the predetermined sample criteria, who were registered CBEC contractors from Grade 1 to 9 of the CIDB register. Screening questions were built into the questionnaire to make sure that only qualified CBECs took part in the study. Three subcategories of information about the respondents were provided in the sample profile (demographic): position held, frequency of purchases and duration of support. In addition, a further eight relationship intention dimensions were measured with the minimum of three and maximum eight item scales adopted from Phuong and Trang (2018), Kumar and Lata (2021) as well as Zehir and Narcıkara (2016). Relationship intention and duration of support were measured with five items each scale adopted from Masitenyane *et al.* (2020). A five-point Likert scale ranging from 1 (Strongly disagree), 2 (Disagree), 3 (neutral), 4 (Agree) to 5 (Strongly agree) was applied in the study.

Results and Discussion

The section covers sample profile discussion, exploratory factor analysis as well as hypotheses testing results.

The respondents' sample profile included the position held, frequency of purchases and duration of support. The majority (36.6%) of the participants were procurement managers followed by site managers with 22.3%. The remaining percentage of the study participants were quantity surveyors (13.4%), construction project managers (12.7%), and managing directors (12%). In terms of the distribution of respondents' frequency of purchases from their preferred CPS, 96 (17%) of them regularly purchased from Kerbman, followed by 87 (15%) who purchased from Cast Industries, 70 (12%) from MVA, 61 (11%) from Infraset, 60 (10%) from Concrete Units, 51 (9%) from Salberg, 46 (8%) from Bosun, 37 (6%) from Rocla, 35 (6%) from Technicrete, 15 (2%) from Vibro and finally 2 (4%) of the respondents made their purchases from other CPS. In addition, it is worth noting that the duration of support by the respondents varied as follows:

- 35% of the respondents had been supporting their preferred CPS for a period of 1 year or longer but less than 3 years.
- 21.4% had supported the CPS for less than a period of 1 year.
- 17.1% had supported the CPS for 3 years or longer but less than 5 years.

- 15.7% had supported their CPS for 5 years or longer but less than 7 years.
- Additionally, 10.8% had supported their CPS for 7 years or longer.

Table 1 provides a comprehensive overview of the underlying dimensions discovered during the factor analysis phase, along with the mean scores for each dimension and the corresponding Cronbach's alpha values.

Exploratory Factor Analysis (EFA)

EFA was conducted to identify the structure of the construct of relationship intention dimensions by analysing the correlations between the variables and specifying a set of common underlying dimensions, known as factors. Initially, a Harman one-factor score test was conducted by running the preliminary EFA on the sample data, whereas the unrotated factor solution was examined to determine the number of factors that are necessary to account for the variance in the variables. The single factor that emerged yielded one general factor accounting for approximately 26.89% of the covariance among the measures leading to the conclusion that common method variance is not a problem. Table 1 presents the EFA results.

Table 1: Exploratory factor analysis

	Construct and items	KMO and Bartlett's test	% Variance explained	Communalities	Factor loadings
	Expectations	**.713 (p<0.001)**	**74.200**		
B1:	We expect our current CPS to offer us value for our money.			.723	.851
B2:	We expect our current CPS to offer us more value for our money than other suppliers.			.783	.885
B3:	We expect our current CPS's products to be better than other suppliers.			.719	.848
	Involvement	**.711 (p<0.001)**	**76.129**		
B4:	We are proud to be a customer of our current CPS.			.754	.868
B5:	We care about the image of our current CPS.			.814	.902
B6:	We are proud when we see our current CPS's name or advertising materials.			.716	.846
	Trust	**.852 (p<0.000)**	**49.929**		
B7:	In our relationship, our current CPS can be trusted at times.			.404	.635
B8:	In our relationship, our current CPS is perfectly honest and truthful.			.537	.733
B9:	In our relationship, our current CPS can be trusted completely.			.445	.667
B10:	In our relationship, our current CPS can be counted on to do what is right.			.520	.721
B11:	In our relationship, our current CPS is always faithful.			.556	.746
B12:	In our relationship, our current CPS is an organisation that we have great confidence in.			.515	.718
B13:	In our relationship, our current CPS has high integrity.			.517	.719
	Forgiveness	**.735 (p<0.001)**	**82.353**		
B14:	We will forgive our current CPS if the quality of their products is something below the standard we expect from them.			.844	.919
B15:	We will forgive our current CPS if the quality of their products is below the standard of other CPS.			.853	.924
B16:	We will forgive our current CPS if we experience bad service from them.			.773	.879
	Feedback	**.706 (p<0.001)**	**70.812**		
B17:	We will tell our current CPS if their products are better than what we expect.			.711	.843
B18:	We will tell our current CPS if their products meet our expectations.			.734	.857
B19:	We will take time to tell our current CPS about their product quality so that they can improve.			.680	.825
	Flexibility	**.924 (p<0.001)**	**71.812**		

	Construct and items	KMO and Bartlett's test	% Variance explained	Communalities	Factor loadings
B20:	Flexibility in response to requests for changes is a characteristic of our current CPS.			.591	.769
B21:	In this relationship, our current CPS is open to the idea of making changes, even after we have made an agreement.			.706	.840
B22:	In this relationship, our current CPS makes it possible for us to adjust to cope with changing circumstances.			.655	.809
B23:	Our current CPS is open to modifying our agreement if unexpected events occur.			.762	.873
B24:	If a situation arises in which we have different assumptions about our agreement, our current CPS is open to working out a new deal that is acceptable to both of us.			.808	.899
B25:	When unexpected situations arise, and we disagree on how to proceed, our current CPS is open to working out a new deal that is acceptable to both of us.			.764	.874
B26:	If our views differ regarding events in our relationship, our current CPS is open to developing a common understanding.			.741	.861
	Information sharing	**.837 (p<0.001)**	**67.900**		
B27:	We inform our current CPS in advance of our changing needs.			.734	.830
B28:	We share proprietary information with our current CPS.			.714	.803
B29:	In this relationship, it is expected that any information which might help the other party will be provided.			.660	.810
B30:	The parties are expected to keep each other informed about events or changes that may affect the other party.			.650	.781
B31:	It is expected that the parties will only provide information according to pre-specified agreements.			.551	.695
B32:	We do not volunteer much information regarding our business to our current CPS.			.836	.876
B33:	Our current CPS keeps us fully informed about issues that affect our business.			.606	.750
B34:	Our current CPS share proprietary information with us (e.g., about products in the development phase, etc.).			.680	.820
	Fear of relationship loss	**.746 (p<0.001)**	**84.231**		
B35:	We are concerned that we might lose the special privileges of our current CPS by switching to another.			.855	.924
B36:	We are concerned about losing quality products of our current CPS by switching to another.			.805	.897
B37:	We are concerned about losing our relationship with our current CPS by switching to another.			.868	.931

The suitability of data for factorability was ascertained after examining the large Kaiser-Meyer Olkin test statistic (KMO = 0.899) as well as the Bartlett spherical test, which showed a significant result with a large chi-square value (χ^2 = 7,105.213; p < 0.01), further supporting the appropriateness of factor analysis for the data. In this main factor analysis procedure, no restriction was placed on the number of factors to be extracted. Instead, the Eigen values 'greater than one criterion' as well as the threshold of a cumulative percentage of variance more than 60% (Sigudla and Maritz, 2023) were applied. In this regard, all the items loaded on its eight unique relationship intention dimensions based on Kaiser's eigenvalue rule (eigen values of 1.00) and the scree plot point of tailing off. The selected dimensions remained unchanged, and the labelling remained the same. All the dimensions explained over 60% of variance, except for 'trust' with 49.926%. All factor loadings were between 0.404 and 0.868 as well as communalities of between 0.635 and 0.931, showing satisfactory measures as suggested by Hair *et al.* (2014). Expectations had KMO of 0.713 and all items explained 74.22% of variance. Involvement had a KMO of 0.711 and explained 76.129% variance. Trust had KMO of 0.852, explaining 49.926% variance. Forgiveness dimension had

KMO of 0.735 with 82.35% of variance explained. Feedback had a KMO of 0.706 explaining 70.81% variance. Flexibility had a KMO of 0.924, explaining 71.81% variance. Information sharing had KMO of 0.837 with 67.90% of variance, while fear of relationship loss had KMO of 0.746 with 84.23% of variance, respectively. These results indicate a high level of agreement between the measured variables and their respective factors, affirming the validity of the factor structure in this analysis.

A mean score was computed using the 37 items that measured relationship intentions across eight dimensions. Subsequently, respondents were categorised into three groups based on percentiles: low, medium/moderate, and high relationship intentions. The distribution of respondents across these relationship intention groups is presented in Table 2. A one-way ANOVA was conducted to determine whether there were statistically significant differences among respondents categorised into different relationship intention groups concerning their scores on the eight relationship intention dimensions and their overall relationship intentions. However, it is important to note that the assumption of homogeneity of variance, as assessed through Levene's test, was found to be violated, as indicated by a Levene's statistic of less than 0.05 (Hair *et al.,* 2014). This violation suggests that the variances in the groups may not be equal, which could impact the results of the one-way ANOVA. Therefore, alternative statistical methods or adjustments may be necessary to account for this violation when analysing the data. Table 2 presents the results of the effect size per relationship intention cohort.

Table 2: ANOVA and effect size per relationship intention groups

Factor	Relationship intention			df	F-value (Welch test[d])	Eta-squared (effect size)	p-value (Welch)
	Low[a]	Medium[b]	High[c]				
Overall relationship intention	2.68	3.78	4.16	2	957.859	.46	.000
Expectation	2.52	2.88	3.19	2	420.134	.32	.000
Involvement	2.71	2.94	3.41	2	330.222	.24	.000
Trust	2.80	3.30	4.06	2	99.780	.76	.000
Forgiveness	2.60	3.40	4.14	2	506.156	.47	.000
Feedback	2.79	2.86	3.38	2	212.023	.12	.000
Flexibility	3.01	3.12	4.00	2	198.231	.38	.000
Fear of relationship loss	2.50	3.00	3.49	2	324.235	.66	.000
Information sharing	2.48	2.90	3.78	2	602.300	.53	.000

In the context of handling the violation of the homogeneity of variance assumption detected by Levene's test, this study opted for the Welch test as a powerful alternative, known for its robustness and ability to detect effects when they exist (Kumar *et al.,* 2003). The results of the Welch test indicated statistical significance (p < .001) for all factors, suggesting that the three relationship intention groups (low, medium/moderate, and high) differed significantly in terms of the following variables: Overall relationship intention (F = 957.859; p < .001); Expectation (F = 420.134; p < .001); Involvement (F = 330.222; p < .001); Trust (F = 99.780; p < .001); Forgiveness (F = 506.156; p < .001); Feedback (F = 212.023; p < .001); Flexibility (F = 198.231; p < .001); Fear of relationship loss (F = 324.235; p < .001); and information sharing/exchange (F = 602.300; p < .001). Following this, a multiple comparison posts hoc test, specifically the Games Howell test, was conducted due to the unequal group sizes and the uncertainty regarding the equivalence of variances between the groups (Mostert *et al.,* 2018). The post hoc tests revealed statistically significant differences between the mean scores for the low and moderate, low and high and moderate and high relationship intention groups for overall relationship intention, as well as the seven relationship intention dimensions. Additionally, eta-squared values were calculated to gauge the effect size of the differences between the means of the three relationship intention groups, as presented in Table 2.

In summary, the analyses demonstrate that respondents in the respective relationship intention groups differed both statistically and practically significantly from each other concerning their overall relationship intentions. Furthermore, the findings indicate that respondents' views differed significantly in terms of the eight relationship-intention dimensions, and in providing support for hypotheses H_1 to H_9. It is also evident that, across both overall relationship intention and all eight relationship-intention dimensions, the lowest group exhibited the least mean score, followed by medium/moderate relationship-intention groups, and the highest mean scores were found in the high relationship-intention groups. To assess the relationships between the respondents' intentions and the length of their association with their CPS, one-way ANOVA was performed. Table 3 presents a summary of the findings.

Table 3: ANOVA per duration/length of association

Factor	Duration of support					F-value	p-value (sig.)	Eta-squared (effect size)
	< 1 year	1-3 years	3-5 years	5-7 years	_> 7 years			
Overall relationship intention	3.9502	3.9502	3.9502	3.9502	3.9502	.859	.508	.00
Expectation	4.4917	4.4917	4.4917	4.4917	4.4917	.280	.924	.00
Involvement	3.8722	3.8722	3.8722	3.8722	3.8722	1.562	.169	.01
Trust	4.1952	4.1952	4.1952	4.1952	4.1952	.961	.441	.00
Forgiveness	3.9500	3.9500	3.9500	3.9500	3.9500	.320	.901	.00
Feedback	4.3833	4.3833	4.3833	4.3833	4.3833	2.213	.052	.02
Flexibility	3.8583	3.8583	3.8583	3.8583	3.8583	.703	.622	.00
Fear of relationship loss	3.2444	3.2444	3.2444	3.2444	3.2444	.789	.558	.00
Information sharing	3.6063	3.6063	3.6063	3.6063	3.6063	1.167	.324	.01

The study employed an average mean calculation for relationship intention based on 37 items. However, it is conceivable that respondents might vary on the individual factors that make up relationship intention when considering the duration of their association with CPS. These variations could be attributed to the duration of support rather than genuine differences in relationship intention. To address this possibility, an ANOVA was conducted to investigate whether any relationships exist between the respondents' relationship intentions and the length of their association with their CPS, specifically for the eight dimensions of relationship intentions. The findings, as presented in Table 3, reveal that no statistically or practically significant differences exist between respondents' overall relationship intentions and the duration of their association with their CPS. This outcome supports hypothesis H_8 indicating that the duration of support does not significantly impact overall relationship intentions.

The study's findings have significant implications for B2B marketers in the concrete product market. The following takeaways are presented:

i. Customers can be classified based on relationship intention. CPS can use this relationship intention measure to identify and label customers according to their relationship intention levels. This classification allows marketers to tailor their relationship marketing strategies more effectively.

ii. Customers with different relationship intention levels differ from each other across seven relationship intention dimensions. Customers with higher levels tend to have higher expectations, greater trust, increased involvement, a stronger fear of losing the relationship, a greater willingness to forgive in case of service failures, a higher propensity to provide feedback, more flexibility and a greater willingness to share information with the firm. Understanding these differences can help marketers tailor their approaches to different customer segments.

iii. There is no relationship between duration of support and relationship intention. Contrary to the assumption that longer associations inherently lead to stronger relationships, the study found no significant relationships between the duration of customer support and relationship intention. This underscores the idea that simply having a long history with a customer does not guarantee a stronger relationship.

iv. There should be a focus on high-relation-intention customers. Based on the findings, the study recommends that marketers in the concrete product market prioritise their relationship marketing efforts on customers displaying high levels of relationship intentions. Instead of investing resources based solely on the length of the customer-firm association, marketers can benefit from identifying and nurturing relationships with customers who exhibit a genuine interest in building strong relationships with their supplier.

v. By enhancing profitability and sales performance and paying attention to the seven dimensions of relationship intention, concrete product firms can improve their customer relationship management strategies. This, in turn, can lead to enhanced profitability and improved sales performance, as customers with higher relationship intentions are more likely to engage positively with the supplier.

vi. B2B marketers in emerging markets can gain a competitive advantage by identifying and focusing on customers with higher levels of relationship intentions. Instead of relying solely on the duration and length of association, marketers can create targeted strategies to nurture and enhance business relations only with valuable customers.

In summary, the study highlights the importance of understanding and classifying customers based on their relationship intentions and the associated dimensions. It encourages B2B marketers to prioritise relationship-building efforts with customers displaying high relationship intentions, ultimately leading to improved business outcomes as suggested by the social exchange theory (SET) which promotes relationship building with reciprocal benefits and minimised losses encouraged by relationship marketing theory (RMT).

Conclusions

This present study evaluated the applicability of CBECs' relationship intention towards their CPS. Remarkably, the study established that relationship intention measures wielded a positive and significant influence on CBECs' relationship-building intent. This implies that CPS initiatives are more important in augmenting relationship intent and promotion of CBECs continued support in the South African concrete product environment. Moreover, the study recommends strategies geared towards understanding customer purchase behaviour and how to craft a competitive edge by integrating relationship-intention measures that inspire continued customer support. Furthermore, the study established that the duration of customer support does stimulate their intention to engage in B2B relational exchanges. The objective of this study was achieved as the results showed sufficient statistical evidence suggesting the existence of differences in customer relationship intentions, as all hypotheses were supported differently.

Declarations

Interdisciplinary Scope: This study adopts an interdisciplinary approach by integrating relationship marketing, industrial engineering, and sociology to examine factors influencing the intention and duration of customer support relationships between cement manufacturers and civil/building engineering contractors in South Africa. It combines marketing concepts like trust and commitment, engineering insights into supply chain and project lifecycle, and sociological perspectives on organisational behaviour and power dynamics to provide a comprehensive understanding of long-term B2B relationships in the construction industry.

Author Contributions: Conceptualisation (Masitenyane); literature review (Chauke); methodology (Mokoena); analysis (Chauke); investigation (Chauke); drafting and preparation (Mokoena); review and editing (Masitenyane). All authors have read and approved the published version of the article.

Conflict of Interest: The authors declare no conflicts of interest.

References

Achrol, R. S. and Kotler, P. 2022. Distributed Marketing Networks: The Fourth Industrial Revolution. *Journal of Business Research*, 150: 515-527.

Ahmad, B. and Akbar, M. I. U. D. 2023. Validating a Multidimensional Perspective of Relationship Marketing on Brand Attachment, Customer Loyalty and Purchase Intentions: A Serial Mediation Model. *Journal of Strategic Marketing*, 31(3): 669-692.

Ajzen, I., Fishbein, M., Lohmann, S. and Albarracin, D. 2018. The Influence of Attitudes on Behaviour. In: Albarracin, D. and Johnson, B. T. eds. *The Handbook of Attitudes 1: Basic Principles*. 2nd edition. New York: Routledge, 197-255.

Amoako, G. K., Adams, G. B. and Doe, J. K. 2020. Intention to Continue Relationship in B-to-B Setting–Case of Guinness Ghana Breweries – Some Preliminary Findings. *Journal of Business Marketing*, 27: 81-94.

Berry, L. L. 1983. Relationship Marketing. In: Berry, L. L., Shostack, G. L. and Upala, G. D. eds. *Emerging Perspectives on Services Marketing*. Chicago, IL: American Marketing Association, 25-80.

Bilro, R. G. and Loureiro, S. M. C. 2023. A Systematic Review of Customer Behaviour in Business-to-Business Markets and Agenda for Future Research. *Journal of Business and Industrial Marketing*, 38(13): 122-142.

Bosnjak, M., Ajzen, I. and Schmidt, P. 2020. The Theory of Planned Behaviour: Selected Recent Advances and Applications. *Europe's Journal of Psychology,* 16(3): 352-356.

Brodie, R. J., Fehrer, J. A., Jaakkola, E. and Conduit, J. 2019. Actor Engagement in Networks: Defining the Conceptual Domain. *Journal of Service Research*, 22(2): 173-188.

Cartwright, S., Davies, I. and Archer-Brown, C. 2021. Managing Relationships on Social Media in Business-to-Business Organisations. *Journal of Business Research*, 125: 120-134.

Cortez, R. M., Johnston, W. J. and Ehret, M. 2023. "Good Times–Bad Times" – Relationship Marketing through Business Cycles. *Journal of Business Research*, 165: 1-14.

Dang, V. T., Pham, T. L. and Wang, J. 2019. Influence Tactics, Customer Trust and Buyer–Supplier Long-Term Relationships: Evidence from B2B Companies in an Emerging Economy. *Total Quality Management and Business Excellence*, 32(9-10): 939-958.

Dhurup, M., Mafini, C. and Masitenyane, L. A. 2014. Factors Influencing Customer-Service Quality in the Pre-Cast Concrete Industry: An Exploratory Factor Analysis. *Mediterranean Journal of Social Sciences*, 5(8): 115-123.

Dwivedi, Y. K., Ismagilova, E., Rana, N. P. and Raman, R. 2023. Social Media Adoption, Usage and Impact in Business-to-Business (B2B) Context: A State-of-the-Art Literature Review. *Information Systems Frontiers*, 25: 971-993

Eggert, A., Ulaga, W. and Schultz, F. 2006. Value Creation in the Relationship Life Cycle: A Quasi-Longitudinal Analysis. *Industrial Marketing Management*, 35(1): 20-27.

Evanschitzky, H., Stan, V. and Nagengast, L. 2022. Strengthening the Satisfaction Loyalty Link: The Role of Relational Switching Costs. *Mark Lett,* 33: 293-310.

Ferro-Soto, C., Padin, C., Svensson, G. and Høgevold, N. 2022. The Role of Trust and Commitment as Mediators Between Economic and Non-Economic Satisfaction in Sales Manager B2B Relationships. *Journal of Business and Industrial Marketing*, 6(10): 241-259.

Grönroos, C. 1996. Relationship Marketing: Strategic and Tactical Implications. *Management Decision*, 34(3): 5-14.

Grönroos, C. 2019. Value-Driven Relational Marketing: From Products to Resources and Competencies. *Journal of Marketing Management*, 13: 407-419.

Hafez, M. 2021. The Impact of Social Media Marketing Activities on Brand Equity in the Banking Sector in Bangladesh: The Mediating Role of Brand Love and Brand Trust. *International Journal of Bank Marketing*, 3(4): 111-124.

Hair Jr, J., Sarstedt, M., Hopkins, L. and G. Kuppelwieser, V. 2014. Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool in Business Research. *European Business Review*, 26(2): 106-121.

Høgevold, N. M., Svensson, G. and Mpinganjira, M. 2021. A Seller Perspective on Economic and Non-Economic Satisfaction as Precursors to Formalization, Specific Investments and Dependence in Business Relationships. *International Journal of Physical Distribution and Logistics Management*, 51(3): 281-304.

Huifeng, P. and Ha, H. Y. 2020. Do Customers Pay Attention to Motivations and Switching Costs When They Terminate Their Relationships? *Frontiers in Psychology*, 11: 1-17.

Husain, Z., Dayan, B. and Chaudhry, I. S. 2024. Roles of Organizational Flexibility and Organizational Support on Service Innovation Via Organizational Learning – A Moderated Mediation Model. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3): 1-13.

Kuhn, S. and Mostert, P. 2018. Relationship Intention and Relationship Quality as Predictors of Clothing Retail Customers' Loyalty. *The International Review of Retail, Distribution and Consumer Research*, 28(2): 206-230.

Kuhn, S. W. and Mostert, P. G. 2015. Relationship Intention amongst Clothing Retail Customers: An Exploratory Study. *Acta Commercii,* 15(1): 302-314.

Kumar, A. and Lata, S. 2021. The System Quality and Customer Satisfaction with Website Quality as Mediator in Online Purchasing: A Developing Country Perspectives. *Journal of Operations and Strategic Planning*, 4(1): 7-26.

Kumar, V., Bohling, T. R. And Ladda, R. N. 2003. Antecedents and Consequences of Relationship Intention: Implications for Transaction and Relationship Marketing. *Industrial Marketing Management*, 32(8): 667-676.

Liu, S. Q. and Mattila, A. S. 2015. I Want to Help' Versus 'I Am Just Mad': How Affective Commitment Influences Customer Feedback Decisions. *Cornell Hospitality Quarterly*, 56(2): 213-222.

Masitenyane, L. A and Muposhi, A. and Mokoena, B. A. 2023. Outcomes of Relationship Quality in Business-to-Business Contexts: A South African Concrete Product Market Perspective. *Cogent Business and Management*, 10(3): 1-17.

Masitenyane, L. A. and Dhurup. M. 2020. Antecedents of Relationship Intentions and Its Association with Supplier's Relationship Quality in a Business-to-Business Environment. *International Journal of Advanced Science and Technology*, 29(02): 175-192.

Masitenyane, L. A. and Mokoena, B. A. 2020. Antecedents of Relationship Marketing in A B2B Concrete Product Environment. *International Journal of Business and Management Studies*, 12(2): 459-464.

Masitenyane, L. A., Dhurup, M., Mokoena, B. K. and Muposhi, A. 2020. Antecedents of Relationship Intentions in South African Construction Industry Business-to-Business Environments: A Factor Analytical Approach. *International Journal of Business and Management Studies,* 12(1): 130-148.

Metz, A., Jensen, T., Farley, A., Boaz, A., Bartley, L. and Villodas, M. 2022. Building Trusting Relationships to Support Implementation: A Proposed Theoretical Model. *Frontiers in Health Services*, 2: 1-12.

Morgan, R. M. and Hunt, S. D. 1994. The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(1): 20-38.

Moses, M. E., Nkoyi, A. and Van Der Walt, F. 2021. Determinants of Impulsive Buying Behaviour in Social Commerce: A Stimulus–Organism–Response Framework Perspective. *The Retail and Marketing Review*, 17(2):119-130.

Mostert, P. and Luttig, T. 2018. Relationship Intention and Service Quality as Combined Competitive Strategy. *International Journal of Management and Enterprise Development*, 17(1): 76-92.

Mostert, P., Steyn, D. and Bautista Jr, R. 2018. Relationship Intention and Length of Customer–Firm Associations in Two Emerging Markets. *Services Marketing Quarterly*, 39(3):175-192.

Ndubisi, N. O. 2007. Relationship Marketing and Customer Loyalty. *Marketing Intelligence and Planning*, 25(1): 98-106.

Nelson, C. A., Wang, X. and Cui, A. P. 2024. More Is Better but in What Direction? The Effects of Relationship Marketing Investment Breadth and Depth on Customer Gratitude. *Industrial Marketing Management*, 117(1): 188-201.

Ngouapegne, C. N. M. and Chinomona, E. 2018. The Influence of Buyer-Supplier Trust and Buyer-Supplier Commitment on Supply Chain Relationship Longevity in the Food Retail Industry in Gauteng Province. *Journal of Contemporary Management*, 15(1): 1-26.

Nguyen, H. S. 2024. The Impact of Value Co-Creation Behaviour on Customer Loyalty in the Service Domain. *Heliyon*, 10(9): 1-11.

Palmatier, R., Jarvis, C. B., Bechkoff, J. R. and Kardes, F. R. 2009. The Role of Customer Gratitude in Relationship Marketing. *Journal of Marketing*, 73(5): 1-18.

Phuong, N. N. D. and Trang, T. T. D. 2018. Repurchasing Intention: The Effect of Service Quality, System Quality, Information Quality and Customer Satisfaction as a Mediating Role: A PLS Approach of M-Commerce Ride Hailing Service in Vietnam. *Marketing and Brand Research*, 5: 78-95.

Priantoro, M. A. and Yudiana, F. E. 2021. The Effect of Relationship Marketing, Experiential Marketing and Sharia Marketing Characteristics on Customer Loyalty of Sharia Bank with Customer Satisfaction as Intervening Variable. *MALIA: Journal of Islamic Banking and Finance* 5(2): 109-120.

Prodanova, J., Ciunova-Shuleska, A. and Palamidovska-Sterjadovska, N. 2019. Enriching M-Banking Perceived Value to Achieve Reuse Intention. *Marketing Intelligence and Planning,* 37(6): 617-630.

Ramadonna, Y., Nasf, N. and Aziz, Z. 2019. The Effect of Customer Relationship Management and Customer Value on Customer Satisfaction of Services and Its Impact on Customer Loyalty in PT. *Bpr Rangkiang Aur. Menara Ekonomi,* 5(1): 103-115.

Reichheld, F. F. 1993. Loyalty-Based Management. *Harvard Business Review*, 71(2): 64-73.

Roberts, D. L., Palmer, R. and Hughes, M. 2022. Innovating the Product Innovation Process to Enable Cocreation. *RandD Management*, 52(3): 484-497.

Roberts-Lombard, M., Pieterse, V. A. and Gabriel, L. 2024. Strengthening the Satisfaction–Loyalty Link: A Study of Mediating Factors in the Retail Banking Industry of South Africa. Available: https://www.emerald.com/insight/content/doi/10.1108/ebr-04-2024-0127/full/pdf (Accessed 14 May 2024).

Rodrigues, S. R. and Pinto-Ferreira, J. J. 2021. The Dark Side of a B2b Co-Creation Relationship in the Front End of Innovation: A Generative Review. *International Journal of Innovation Management*, 25(09): 21-33.

Rodriguez, R., Roberts-Lombard, M., Høgevold, N. M. and Svensson, G. 2022. Organisational and Environmental Indicators of B2B Sellers' Sales Performance in Services Firms. *European Business Review*, 34(4): 578-602.

Rosário, A. and Casaca, J. 2023. Relationship Marketing and Customer Retention – A Systematic Literature Review. *Studies in Business and Economics,* 18(3): 44-66.

Sigudla, J. and Maritz, J. 2023. Exploratory Factor Analysis of Constructs Used for Investigating Research Uptake for Public Healthcare Practice and Policy in a Resource-Limited Setting, South Africa. *BioMed Central Health Service Research*, 23(1): 1-8.

Spies, H. and Mostert, P. G. 2015. Exploring Relationship Intention and the Duration of Customer Support in the South African Banking Industry. *Journal of Contemporary Management*, 12(1): 473-495.

Steyn, D. and Mostert, P. G. 2022. Contracts Versus Relationship Intention as Indicator of Customer Trust in and Commitment to Cell Phone Service Providers: An Exploratory Study. *Journal of Management*, 27(1):167-190.

Svensson, G., Mpinganjira, M. and Roberts-Lombard, M. 2019. The Antecedents and Postcedents of Satisfaction in Business-to-Business Relationships in South Africa. *South African Journal of Business Management*, 50(1): 1-11.

Tedja, B., Musadieq, M. A., Yulianto, E. and Kusumawati, A. 2024. Sustaining Success in B2B Partnerships: Exploring Intention to Continue the Relationship. *Sustainability*, 16(10): 1-13.

Uhlig, M. R. H., Mainardes, E. W. and Nossa, V. 2020. Corporate Social Responsibility and Consumer's Relationship Intention. *Corporate Social Responsibility and Environmental Management*, 27(1): 313-324.

Umashankar, N., Ward, M. K. and Dahl, D. W. 2017. The Benefit of Becoming Friends: Complaining after Service Failure Leads Customers with Strong Ties to Increase Loyalty. *Journal of Marketing,* 81(6): 79-98.

Van Tonder, E. V. and Roberts-Lombard, M. 2015. Relationship Marketing Dimensions Predicting Customer Loyalty Towards Independent Financial Advisers. *Journal of Contemporary Management,* 12: 184-207.

Vatavwala, S., Kumar, B., Sharma, A., Billore, A. and Sadh, A. 2022. Customer Disengagement in Business-to-Business Markets: A Framework for Analysis. *Industrial Marketing Management*, 105: 114-130.

Venkatesan, R., Kumar, V. and Reinartz, W. 2022. Customer Relationship Management in Business Markets. In: Lilien, G., Petersen, A. and Wyuts, S. eds. *Handbook of Business-to-Business Marketing.* Cheltenham, England: Edward Elgar, 335-358.

Vieira, A. L. 2022. People-Based Interaction in Modern Marketing: Developing a B2B Relationship Quality Model. In: Kaur, L., Jindal, P. and Singh, A. *Developing Relationships, Personalization, and Data Herald in Marketing 5.0.* Hershey, PA: IGI Global, 1-32.

Wang, L., Wu, Y., Chen, Y. and Dai, Y. 2023. Distance Produces the Fear of Loss: Customer Geographic Proximity and Corporate Cash Holdings. *International Review of Financial Analysis*, 87(1): 1-17.

Wilson, N., Alvita, M. and Wibisono, J. 2021. The Effect of Perceived Ease of Use and Perceived Security toward Satisfaction and Repurchase Intention. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 5(1): 145-159.

Yu, K., Cadeaux, J. and Song, H. 2017. Flexibility and Quality in Logistics and Relationships. *Industrial Marketing Management*, 62(4): 211-225.

Zehir, C. and Narcıkara, E. 2016. E-Service Quality and E-Recovery Service Quality: Effects on Value Perceptions and Loyalty Intentions. *Procedia - Social and Behavioural Sciences*, 229: 427-443.

Zoller, Y. J. and Muldoon, J. 2019. Illuminating the Principles of Social Exchange Theory with Hawthorne Studies. *Journal of Management History,* 25(1): 47-66.