THE EFFECT OF COMMITMENT, TRUST, RELATIVE DEPENDENCE ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AT PT PUPUK KALTIM BONTANG

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Abstract

This research is to find out how much The influence of commitment, trust, relative dependence on customer loyalty through customer satisfaction. Research methodsThe author will review the characteristics of research that include types of research, variables, data collection instruments, research implementation steps, population and samples, data collection and sources, validity and reliability of data, and data analysis techniques and hypothesis testing. This type of research is descriptive and causal research. Research resultsDescriptive analysis is used to determine the perception of 123 respondents regarding Commitment, Trust, and Relative Dependence, and to analyze its influence on Customer Loyalty through Customer Satisfaction at PT. Pupuk Kaltim Bontang. The test results show that the relationship between *commitment*on customer satisfaction produces a t-count value that is greater than the t-table value (4,874> 1.65) and a significance value that is smaller than the level of accuracy $(0.000 < 0.05)$ so that H0 is rejected. Then it has a path coefficient of 0.483. Thus, it can be concluded that there is a positive and significant influence of commitment on customer satisfaction.The average percentage value of respondents' assessment of the customer loyalty variable is included in the good category, on the continuum line, so it can be concluded that in this case it means that PT. Pupuk Kaltim Bontang has been able to improve its products and services so that PT. Pupuk Kaltim Bontang is a good business partner and can bring many benefits and opportunities for the growth and success of its customers' businesses.

Keywords: *Commitment, trust, relative dan PT. Pupuk Kaltim Bontang.*

I. INTRODUCTION

PT. Pupuk Kaltim Bontang (PKT) is a leading company in the fertilizer industry established on December 7, 1977, located in Bontang, East Kalimantan. PKT is a member of the BUMN Pupuk Holding with its parent entity PT. Pupuk Indonesia (Persero) has become one of the main players in the fertilizer market in Indonesia. Natural gas is the main raw material for the production of urea and ammonia which is distributed through a 66 km long pipeline from Muara Badak, East Kalimantan (Pupuk Kaltim, 2023). Currently, PKT operates five Urea plants with a total capacity of 3.4 million tons per year, five Ammonia plants with a total capacity of 2.7 tons per year, three NPK Blending plants and two NPK Fusion plants with a total capacity of 350 thousand tons per year where all production facilities are located in one integrated complex with a land area of 443 hectares (Pupuk Kaltim, 2022).

With all the infrastructure it has and the support of reliable and experienced employees, PKT is ready to become a world-class company, innovating in the agricultural and chemical sectors for a sustainable future and competitive solutions. PKT, which has made significant contributions both in business and social fields, complies with government and shareholder regulations and adheres to the 6T principle (Right Type, Right Quantity, Right Price, Right Place, Right Time, Right Quality). The company's main business is producing and selling Ammonia, Urea, NPK with domestic and foreign market segments. PKT plays an important role in meeting the need for subsidy-free fertilizer for the business and industrial world and generating foreign exchange through exports to various countries. The distribution area for the domestic subsidy sector covers 2/3 of Indonesia. Meanwhile, for the marketing of the domestic non-subsidized sector, it covers all of Indonesia, and for the foreign sector, PKT exports to countries in the Asia Pacific region, the United States, South America, Africa and others (Pupuk Kaltim, 2023).

Behind its strong foundation, PKT continues to innovate in maintaining the quality of service to customers. Amidst increasingly tight competition, the company recognizes the importance of providing a satisfying experience for every customer. With solid infrastructure and a strategic location in Bontang, PKT is able to provide fast and efficient services, responding to every customer need responsively.

II. LITERATURE REVIEW
Marketing

Grand Theory in this study is marketing. Marketing according to Kotler and Keller (2021) is an activity, a series of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Another definition states that marketing includes company efforts that begin with identifying consumer needs that need to be satisfied, determining the products to be produced, determining appropriate product prices, determining methods of promotion and distribution/sales of the products (Swastha and Handoko, 2018).

Consumer Behavior

Middle range theory in this study is consumer behavior. A marketer needs to understand consumer behavior so that marketing activities carried out can run effectively and efficiently.

The definition of consumer behavior according to Kotler and Armstrong (2022) is the final decision made by individuals to obtain goods and services for personal use. Factors such as culture, social environment, personal characteristics and psychological aspects have a major influence on consumer purchasing decisions.

Meanwhile, Engel (2020) defines consumer behavior as actions directly involved in obtaining, consuming and disposing of products and services. Consumer buying behavior is the study of the processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas or experiences to satisfy their needs and wants (Memeti et al., 2023).

Social Exchange Theory

SET (Social Exchange Theory) is a theory of social exchange. This theory states that in a social relationship, a reciprocal relationship is needed in which there are elements of appreciation and sacrifice and mutually influencing benefits so that the relationship can last a long time. Homans in Arthur (2024) stated that the SET principle states that the parties involved in the relationship and maintain the relationship with the assumption that the relationship will provide many benefits. Social exchange theory (SET) argues that partner commitment, relationship ties and trust in exchange affect relationship satisfaction (San et al., 2024). According to Cortez and Johnston (2020), another aspect of SET (Social Exchange Theory) is the emphasis on the importance of building relationships based on trust and long-term commitment.

Commitment (Commitment)

Commitment is an attitude or condition that is an intention to maintain a long-term relationship or relationship, considering that the relationship is considered valuable and beneficial. According to Gansser et al. (2021) commitment is the desire of a couple to develop a stable relationship and the willingness to make short-term dedications to maintain the relationship. In this case, it means the degree to which the supplier feels obligated to maintain cooperation with the purchasing company (Hoque and Rana, 2020).

According to Morgan (2017), customer commitment is a long-lasting desire within customers to maintain a valuable relationship or a relationship that provides benefits (valued relationship), with partners such as suppliers and customers. The importance of satisfying customers is very large because companies aim to ensure customer happiness by delivering what is promised and even more. Satisfied customers will not only return to buy, but will also become active advocates of the brand, and be ready to share their positive experiences with others (Kotler and Armstrong, 2022).

Based on the several definitions above, it can be concluded that by knowing the method of measuring customer satisfaction, a business unit can more easily determine which areas need to be fixed or improved so that we can find ways to provide better benefits and experiences for customers.

Table1. Dimensions and Indicators of Customer Satisfaction

Jamal and Naser (2008)	Kotler and Armstrong, 2022
- Extremely satisfied	- Product Quality
- Conformity to expectations (meets	- Price

expectations)	- Quality of service
- Excellent performance	- Emotional Factors
	- Cost and Convenience

Source: From various sources

III. RESEARCH METHODOLOGY

In this section, the author will review the characteristics of research that include the type of research, variables, data collection instruments, research implementation steps, population and samples, data collection and sources, validity and reliability of data, and data analysis techniques and hypothesis testing. This type of research is descriptive and causal research.

2 Operational Variables

According to Sugiyono (2021), operational variables are determined by researchers to be studied, with the aim of obtaining information about them, which can then be used to draw conclusions.

Data Collection and Data Sources
Data collection technique

As stated by Sugiyono (2021:224), "Data collection techniques are the most strategic step in research, because the main objective of research is to obtain accurate data, so without knowing data collection techniques, researchers will not obtain data that meets the established standards."

Validity and Reliability Test

According to Creswell and Creswell (2018:274), stated that: Researchers need to project step by step in their studies to test the accuracy (level of accuracy) and level of trust (credibility) of their findings. The testing can be done through validity tests and reliability tests. For more details, it can be described as below:

1. Validity Test

Sugiyono (2019:361) states that: Valid instruments refer to measuring instruments that can be used to collect data. Validity reflects the ability of the instrument to ensure that measurements are in accordance with the desired objectives, and the instrument is considered valid if it is able to measure the intended aspects. The level of validity of the instrument reflects the extent to which the collected data is in accordance with the desired validity concept. According to Sugiyono (2019:361), it is stated that: Validity as a tool to test the level of validity between statistical data obtained from respondents' answers to the questionnaire and findings obtained from researcher processed data.

Data Analysis Techniques

Data analysis techniques are one of the most important parts of a research, because with data analysis a meaningful meaning is obtained for solving research problems and providing answers to research objectives, as well as for testing the truth of the proposed hypothesis.Data analysis in this context involves a descriptive analysis process as well as the application of Structural Equation Modeling-Partial Least Square (SEM-PLS) to test the hypothesis.In this study, the Structural Equation Modeling (SEM) technique applied is Partial Least Square (PLS). Partial Least Square (PLS) is one of the Structural Equation Modeling (SEM) techniques that is able to analyze latent variables, indicator variables, and measurement errors directly. The advantages of the Partial Least Square (PLS) method lie in its flexibility, does not require many assumptions, and does not require a large sample size (Mandongwe and Jarava, 2020).

Descriptive Analysis

Haryono (2012:92), descriptive statistical analysis includes data description with frequency distribution parameters, central tendency, disperse and data presentation in the form of histogram graphs. While Priyatno (2014) explains that descriptive statistical analysis is a data analysis technique used to describe statistical data such as min, max, mean, sum, standard deviation, variance, and range.

IV. RESEARCH RESULTS AND DISCUSSION

The research data are respondents' answers in filling out the research questionnaire. In the results of this study, the author presents a description based on operational variables and data that the author has processed with SmartPLS to answer the problem formulation. The collected data were classified and analyzed using Descriptive Analysis and Structural Equation Modeling Partial Least Square (SEM-PLS) techniques. Data were collected using a questionnaire measuring instrument that had been tested for validity and reliability with five answer choices, namely: 1. Strongly Disagree, 2. Disagree, 3. Quite Agree, 4. Agree, 5. Strongly Agree. The following is a description of the research results:

Descriptive Results of Respondent Response Results

Descriptive analysis is used to determine the perception of 123 respondents regarding Commitment, Trust, and Relative Dependence, and analyze its influence on Customer Loyalty through Customer Satisfaction at PT. Pupuk Kaltim Bontang. In this descriptive analysis, research data is used to complete the discussion. Through the image of respondent response data, we can understand how respondents perceive each indicator of the variable being tested. In order to make the interpretation of the variables being studied easier, the respondent response scores are categorized into certain intervals. The details of the respondent response score categories can be found in Table 1 and Figure 2.

Table 2. Interval Interpretation of Respondent Response Score Sum

Interval	Information
20% - 36%	Very bad
36.01% - 52%	Bad
52.01% - 68%	Pretty good
68.01% - 84%	Good
84.01% - 100%	Very good

Source: Hult, 2016

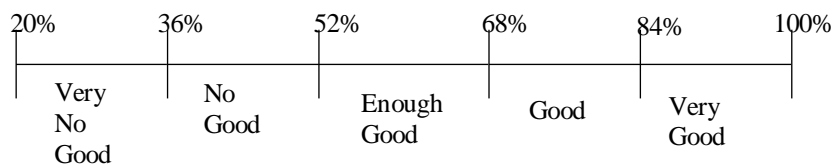If the score interpretation is displayed in the form of a continuous line, it can be seen in Figure 4.8 as follows:

Figure 1. Continuum Line

Source:Hult, 2016

Respondents' Responses Regarding the Commitment Variable (X1)

This analysis is to find out the description of the Commitment variable at PT. Pupuk Kaltim Bontang. The researcher distributed a questionnaire consisting of 3 dimensions and 8 indicators (operationalized into 8 question items). Respondents' assessment of the Commitment variable (X1) at PT. Pupuk Kaltim Bontang.

Respondents' Responses Regarding the Trust Variable (X2)

This analysis is to find out the description of the Trust variable (X2) at PT. Pupuk Kaltim Bontang. The researcher distributed a questionnaire consisting of 1 dimension and 6 indicators (operationalized into 6 question items). Respondents' assessment of the Trust variable (X2) at PT. Pupuk Kaltim Bontang.

Inferential Statistical Analysis

Data analysis in this study uses*Partial Least Square*(PLS). The results of this study were analyzed using Structural Equation Modeling (SEM) and the data in this study were processed using SmartPLS (Partial Least Square). The interpretation of the output in the SEM-PLS study consisting of the outer model, inner model, and t statistics, the author interprets through the following sub-chapters:

*Outer*Model (Model Measurement)

Based on the research entitled The Influence of Commitment, Trust, Relative Dependence on Customer Loyalty Through Customer Satisfaction at PT. Pupuk Kaltim Bontang, the model obtained and measured is as follows:
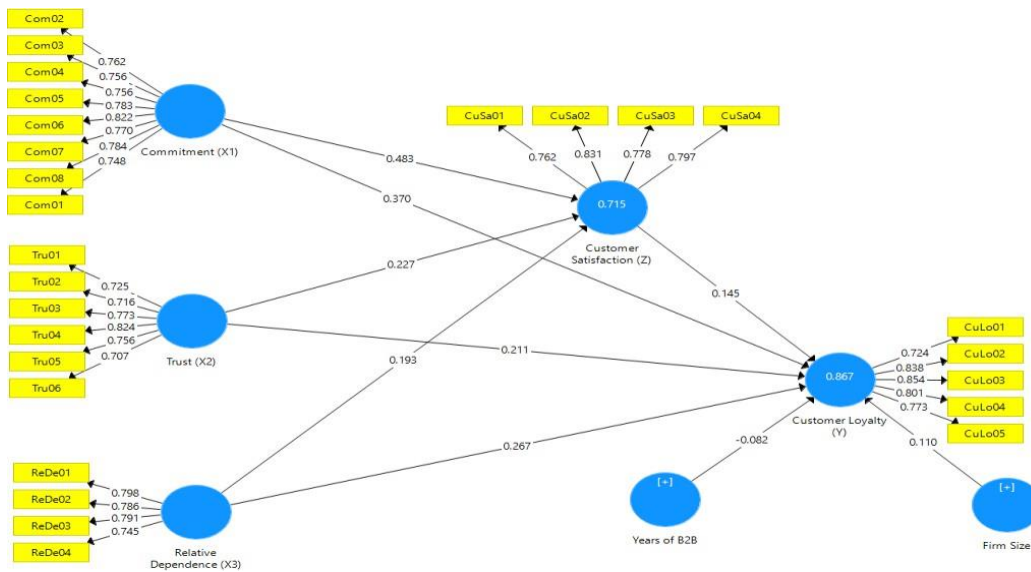

Figure 2. Measured Research Model
Source: SmartPLS Data Processing, (2025)

In the outer model or model measurement, the output obtained is Convergent Validity, Discriminant Validity and Construct Reliability, where the author interprets each result as follows:

a. *Convergent Validity*

The following are the results of convergent validity that the author tested on 123 respondents:

Table 3. Standardized Loading 123 Respondents

Indicator	*Outer Loading*	Indicator	*Outer Loading*
Com01	0.748	ReDe01	0.798
Com02	0.762	ReDe02	0.786
Com03	0.756	ReDe03	0.791
Com04	0.756	ReDe04	0.745
Com05	0.783	CuSa01	0.762
Com06	0.822	CuSa02	0.831
Com07	0.770	CuSa03	0.778
Com08	0.784	CuSa04	0.797
Tru01	0.725	CuLo01	0.724
Tru02	0.716	CuLo02	0.838
Tru03	0.773	CuLo03	0.854
Tru04	0.824	CuLo04	0.801
Tru05	0.756	CuLo05	0.773
Tru06	0.707		

Source: SmartPLS Data Processing (2025)

Based on Table 3, it can be seen that the standardized loading value of each indicator that the researcher uses is more than 0.5 so it can be concluded that convergent validity based on the standardized loading value (outer loading) in this study is valid. In each variable there is the most dominant item. To form the variable, it can be explained as follows:

1. On the variables*Commitment*(X1), the most dominant indicator is the Com06 indicator, namely "PT. East Kalimantan Fertilizer Bontanghas great personal meaning for my company" with the highest factor loading value of 0.822. Meanwhile, the indicator with the lowest factor is in the Com01 indicator, namely "My company is committed to the business relationship established withPT. East Kalimantan Fertilizer Bontang" with the factor loading value being0.748.

2. On the variables*Trust*(X2), the most dominant indicator is the Tru04 indicator, namely "My company is confident thatPT. East Kalimantan Fertilizer Bontangcompetent in what he does to customers" with the highest factor loading value of0.798. Meanwhile, the indicator with the lowest factor is the Tru02 indicator, namely "PT. East Kalimantan Fertilizer Bontangconsistent in the quality of the products they offerPT. East Kalimantan Fertilizer Bontangconsistent in the quality of the products they offer" with the factor loading value being0.707.

3. On the variables*Relative Dependence*(X3), the most dominant indicator is the ReDe01 indicator, namely "My company is closely tied toPT. East Kalimantan Fertilizer Bontang" with the highest factor loading value of 0.798. Meanwhile, the indicator with the lowest factor is the ReDe04 indicator, namely "PT. Pupuk Kaltim Bontang depends on my company because I am the main distributor" with the factor loading value being0.745.

4. On the Customer Satisfaction variable (Z), the most dominant indicator is the CuSa02 indicator, namely "My company is satisfied with the quality of servicePT. East Kalimantan Fertilizer Bontang" with the highest factor loading value of0.831. Meanwhile, the indicator with the lowest factor is the CuSa01 indicator, namely "My company is satisfied with the productPT. East Kalimantan Fertilizer Bontang" with the factor loading value being0.762.

5. On the Customer Loyalty variable (Y), the most dominant indicator is the CuLo03 indicator, namely "Provide positive testimonials to other customers" with the highest factor loading value of0.854. Meanwhile, the indicator with the lowest factor is the CuLo01 indicator, namely "My company will be willing to commit more to business partnerships withPT. East Kalimantan Fertilizer Bontangthan with other fertilizer companies" with the loading factor value being0.724.

Meanwhile, the following are the convergent validity results based on the Average Variance Extracted (AVE) value:

Table 4. Average Variance Extracted(AVE) 123 Respondents

Variables	AVE	Crisis Value	Model Evaluation
Commitment(X1)	0.597		Valid
Trust(X2)	0.564		Valid
Relative Dependence(X3)	0.609	> 0.5	Valid
Customer Satisfaction(Z)	0.628		Valid
Customer Loyalty(Y)	0.639		Valid

Source: SmartPLS Data Processing, (2025)

Based on Table 4.10, it can be seen that the AVE value of each variable that the researcher uses is more than 0.5 so it can be concluded that the convergent validity based on the AVE value in this study is valid.

b. *Discriminant Validity*

*Discriminant validity*aims to determine whether the latent construct predicts the size of the variable better than the size of other variables. Discriminant Validity can be determined by comparing the cross loading factor value, if the cross loading value of the items against the intended construct is greater than the cross loading value to other constructs, then the indicator is declared valid.

The following are the results of discriminant validity that the author tested on 123 respondents:

Table 5. Cross Loading123 Respondents

Indicator	*Commitment*(X1)	*Trust*(X2)	*Relative Dependencies*(X3)	*Customer Satisfaction*(Z)	*Customer Loyalty*(Y)
Com01	0.748	0.627	0.515	0.637	0.646
Com02	0.762	0.609	0.493	0.608	0.680
Com03	0.756	0.683	0.626	0.663	0.687
Com04	0.756	0.673	0.644	0.614	0.611
Com05	0.783	0.689	0.572	0.632	0.710
Com06	0.822	0.661	0.620	0.646	0.721
Com07	0.770	0.644	0.615	0.645	0.722

Indicator	Commitment(X1)	Trust(X2)	Relative Dependencies(X3)	Customer Satisfaction(Z)	Customer Loyalty(Y)
Com08	0.784	0.636	0.559	0.621	0.648
Tru01	0.644	0.725	0.558	0.574	0.648
Tru02	0.569	0.716	0.530	0.625	0.561
Tru03	0.630	0.773	0.595	0.570	0.666
Tru04	0.684	0.824	0.632	0.611	0.687
Tru05	0.685	0.756	0.606	0.648	0.716
Tru06	0.583	0.707	0.554	0.491	0.579
ReDe01	0.532	0.537	0.798	0.508	0.598
ReDe02	0.522	0.548	0.786	0.508	0.649
ReDe03	0.639	0.662	0.791	0.576	0.685
ReDe04	0.637	0.647	0.745	0.672	0.621
CuSa01	0.628	0.543	0.540	0.762	0.613
CuSa02	0.721	0.661	0.639	0.831	0.748
CuSa03	0.596	0.668	0.574	0.778	0.613
CuSa04	0.647	0.610	0.559	0.797	0.632
CuLo01	0.640	0.637	0.610	0.591	0.724
CuLo02	0.767	0.746	0.675	0.721	0.838
CuLo03	0.712	0.702	0.688	0.654	0.854
CuLo04	0.664	0.650	0.664	0.654	0.801
CuLo05	0.724	0.695	0.640	0.674	0.773

Source: SmartPLS Data Processing, (2025)

Based on Table 10, it can be seen that the standardized loading value of each indicator used by the researcher is greater than the value of all cross loadings to other constructs, so it can be concluded that the discriminant validity based on the cross loading value in this study is valid.

Meanwhile, the following are the results of discriminant validity based on the Heterotrait-Monotrait (HTMT) values.

Table 6. Heterotrait-Monotrait (HTMT) 123 Respondents

Variables	Commitment(X1)	Customer Loyalty(Y)	Customer Satisfaction(Z)	Firm Size	Relative Dependence(X3)	Trust(X2)	Years ofB2B
Commitment(X1)							
Customer Loyalty(Y)	0.896						
Customer Satisfaction(Z)	0.860	0.890					
Firm Size	0.736	0.759	0.709				
Relative Dependence(X3)	0.885	0.897	0.811	0.616			
Trust(X2)	0.865	0.721	0.848	0.729	0.840		
Years ofB2B	0.670	0.742	0.672	0.498	0.702	0.727	

Source: SmartPLS Data Processing, (2025)

Based on Table 5, it can be seen that there are ten HTMT values where the HTMT values have a coefficient value of less than 0.9 so it can be concluded that the discriminant validity based on the HTMT values in this study is valid.

c. *Construct Reliability*

The following are the results of construct reliability that the author tested on 123 respondents:

Table 7. construct reliability123 Respondents

Variables	Cronbach's Alpha	Critical Value	Composite Reliability	Critical Value	Model Evaluation
Commitment(X1)	0.904		0.904		Reliable
Trust(X2)	0.845		0.848		Reliable
Relative Dependence(X3)	0.786	> 0.7	0.786	> 0.7	Reliable
Customer Loyalty(Y)	0.858		0.861		Reliable
Customer Satisfaction(Z)	0.803		0.808		Reliable

Source: SmartPLS Data Processing, (2025)

Based on Table 7, it can be seen that the Cronbach's alpha and composite reliability values of each variable that the researcher used were more than 0.7 so it can be concluded that the construct reliability in this study is reliable.

*Inner*Model (Structure Measurement)

Based on the research entitled The Influence of Commitment, Trust, Relative Dependence on Customer Loyalty Through Customer Satisfaction at PT. Pupuk Kaltim Bontang, the structure obtained and measured is as follows:
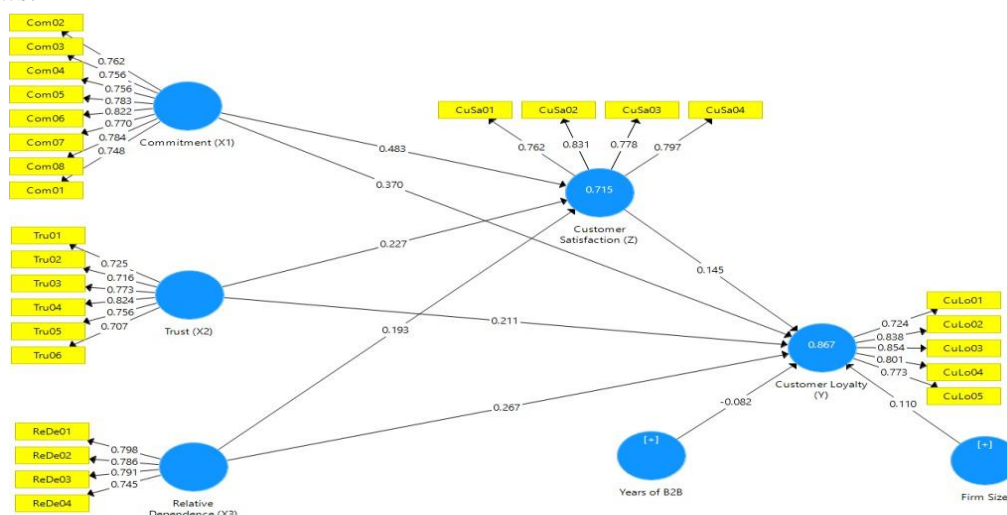

Figure 3 Structure of the Research Measured

Source: SmartPLS Data Processing (2025)

In the outer model or model measurement, the output obtained is the Path Coefficient, R-Square, Q-Square and F-Square where the author interprets each result as follows:

a. *Path Coefficients*

The following are the results of the path coefficients that the author tested on 123 respondents:

Table 8. Path Coefficient123 Respondents

	Commitment (X1)	Customer Loyalty(Y)	Customer Satisfaction(Z)	Firm Size	Relative Dependence(X3)	Trust(X2)	Years of B2B
Commitment(X1)		0.370	0.483				
Customer Loyalty(Y)							
Customer		0.145					

Satisfaction (Z)						
Firm Size	0.110					
Relative Dependence (X3)	0.267	0.193				
Trust(X2)	0.211	0.227				
Years of B2B	-0.082					

Source: SmartPLS Data Processing, (2025)

Based on Table 8 above, it can be seen that there are nine path coefficients values, where there is a minus sign in front of one of the numbers, namely the Years of B2B control variable, so it can be concluded that there is an inverse relationship between the Years of B2B control variable and customer loyalty Y, indicating that every one unit increase in variable X will decrease variable Y by its coefficient, while other variables are significantly positively related, so it can be concluded that each variable X to variable Z or variable Z to Y has a positive relationship. As an additional conclusion, the largest path coefficients value in this study is the Commitment variable (X1).

For more details, it can be described as follows:

a. The original sample estimate value of the Commitment variable (X1) is 0.483, which indicates that the direction of the influence of Commitment (X1) on Customer Satisfaction (Z) is positive. With a positive path coefficient value, it can be concluded that Commitment (X1) has a significant positive influence on Customer Satisfaction (Z). The better the Commitment (X1), the higher the Customer Satisfaction (Z).

b. The original sample estimate value of the Trust variable (X2) is 0.227, which indicates that the direction of the influence of Trust (X2) on Customer Satisfaction (Z) is positive. With a positive path coefficient value, it can be concluded that Trust (X2) has a significant positive influence on Customer Satisfaction (Z). The better the Trust (X2), the higher the Customer Satisfaction (Z).

c. The original sample estimate value of the Relative Dependence (X3) variable is 0.193, which indicates that the direction of the influence of Relative Dependence (X3) on Customer Satisfaction (Z) is positive. With a positive path coefficient value, it can be concluded that Relative Dependence (X3) has a significant positive influence on Customer Satisfaction (Z). The better the Relative Dependence (X3), the higher the Customer Satisfaction (Z).

d. The original sample estimate value of the Customer Satisfaction (Z) variable is 0.145, which indicates that the direction of the influence of Customer Satisfaction (Z) on Customer Loyalty (Y) is positive. With a positive path coefficient value, it can be concluded that Customer Satisfaction (Z) has a significant positive influence on Customer Loyalty (Y). The better the Customer Satisfaction (Z), the higher the Customer Loyalty (Y).

e. The original sample estimate value of the Commitment variable (X1) is 0.370, which indicates that the direction of the influence of Commitment (X1) on Customer Loyalty (Y) is positive. With a positive path coefficient value, it can be concluded that Commitment (X1) has a significant positive influence on Customer Loyalty (Y). The better the Commitment (X1), the higher the Customer Loyalty (Y).

f. The original sample estimate value of the Trust variable (X2) is 0.211, which indicates that the direction of the influence of Trust (X2) on Customer Loyalty (Y) is positive. With a positive path coefficient value, it can be concluded that Trust (X2) has a significant positive influence on Customer Loyalty (Y). The better the Trust (X2), the higher the Customer Loyalty (Y).

g. The original sample estimate value of the Relative Dependence (X3) variable is 0.267, which indicates that the direction of the influence of Relative Dependence (X3) on Customer Loyalty (Y) is positive. With a positive path coefficient value, it can be concluded that Relative Dependence (X3) has a significant positive influence on Customer Loyalty (Y). The better the Relative Dependence (X3), the higher the Customer Loyalty (Y) will be.

h. *Firm Size* is a demographic variable that is entered into the model as a control variable. Firm Size has an influence on Customer Loyalty (Y) of 0.110, so the larger the company (number of employees), the greater (higher) the Customer Loyalty (Y)

    i. *Years of* B2B is a demographic variable that is included in the model as a control variable. Years of B2B has an inverse effect on Customer Loyalty (Y) of -0.082, so it can be interpreted that the longer the company operates, the lower the value of Customer Loyalty (Y)

If written in the equation it is as follows

$Y = -0.082$ Years of B2B $+ 0.110$ Firm Size $+ 0.37$ X1 $+ 0.211$ X2 $+ 0.267$ X3 $+ 0.145$ Z

$Z = 0.483$ X1 $+ 0.227$ X2 $+ 0.193$ X3

So Commitment (X1) is the dominant variable that influences Customer Loyalty (Y) and Customer Satisfaction (Z).

b. R-Square

    The following are the R-Square results that the author tested on 123 respondents:

Table 9. R-Square 123 Respondents

Variables	R Square Adjusted
Customer Satisfaction (Z)	0.708
Customer Loyalty (Y)	0.860

Source: SmartPLS Data Processing (2025)

Based on Table 9, it can be seen that the R-Square value for the Customer Satisfaction (Z) variable is 0.708 and for the Customer Loyalty (Y) variable is 0.860. The value of 0.708 for the Customer Satisfaction (Z) variable means that 70.8% of the Customer Satisfaction (Z) variable is influenced by the Commitment (X1), Trust (X2), Relative Dependence (X3), Firm Size and Years of B2B variables and the remaining 29.2% is influenced by other variables that the Author did not use in this study. Meanwhile, the value of 0.860% for the Customer Loyalty (Y) variable means that 86% of the Customer Loyalty (Y) variable is influenced by the Commitment (X1), Trust (X2), Relative Dependence (X3), and Customer RSatisfaction (Z), Firm Size and Years of B2B variables and the remaining 14% is influenced by other variables that the Author did not use in this study.

c. Q-Square

    The following are the Q-Square results that the author tested on 123 respondents:

$$Q^2 = \sqrt{1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)}$$

$$Q^2 = \sqrt{1 - (1 - 0.708^2)(1 - 0.860^2)}$$

$$Q^2 = 0.87$$

Predictive Relevance which is greater than zero (0) in this study is 0.86, explaining that the measured structure has a relevant predictive value (because the resulting Q-square value is close to 1 or 100%).

d. F-Square

    The following are the F-Square results that the author tested on 123 respondents:

Table 10. F-Square 123 Respondents

	Commitment (X1)	*Customer Loyalty* (Y)	*Customer Satisfaction* (Z)	*Firm Size*	*Relative Dependence* (X3)	*Trust* (X2)	*Years of* B2B
Commitment (X1)		0.135	0.214				
Customer Loyalty (Y)							
Customer Satisfaction (Z)		0.044					
Firm Size		0.044					
Relative Dependence (X3)		0.147	0.048				
Trust (X2)		0.052	0.044				

Years of B2B	0.026						

<div align="center">Source: SmartPLS Data Processing (2025)</div>

F-Square is the change in R-Square when an exogenous variable is removed from the model. Its size is ≥ 0.02 small, ≥ 0.15 medium. ≥ 0.35. Based on Table 4.16, it can be seen that there are nine F-Square values. Variable X consisting of the Commitment variable (X1) with a value of 0.214 then Trust (X2), with a value of 0.044 and Relative Dependence (X3) with a value of 0.048 has a moderate influence on Customer Satisfaction (Z) because each value exceeds the criteria ≥ 0.33 to <0.67. Meanwhile, the value of Customer Satisfaction (Z) has an influence on Customer Loyalty (Y) of 0.044. Thus, the F-Square results are in line with the Path Coefficient results.

Path Coefficient

Hypothesis testing in this study is to determine the influence of internal meaning which includes *Commitment*, Trust and Relative Dependence, Customer Satisfaction and Customer Loyalty. Hypothesis testing in PLS analysis can be done by looking at the value of the t-statistic test results and its probability value. The hypothesis can be accepted if the probability value is less than 0.05 (significance level 5%) or the t-statistic value is greater than the t-table (1.65). In order to find out whether or not the independent variable has an effect on the dependent variable, the following criteria were used by the Author to test the seven hypotheses in this study:

a. If the To value > (1.65), then Ho is rejected and H1-7 is accepted.

b. If the value of To < (1.65), then Ho is accepted and H1-7 is rejected.

The following are the results of the Hypothesis Testing that the Author tested on 123 Respondents:

<div align="center">**Table 11.** Hypothesis Test 123 Respondents</div>

Hypothesis	Inter-Line Relationship	*Path Coeff*	T Values	P Values	Results
H1	*Commitment* (X1) -> Customer Satisfaction (Z)	0.483	4.874	0.000	Accepted
H2	*Trust* (X2) -> Customer Satisfaction (Z)	0.227	2.493	0.013	Accepted
H3	*Relative Dependence* (X3) -> Customer Satisfaction (Z)	0.193	2,507	0.012	Accepted
H4	*Customer Satisfaction* (Z) -> Customer Loyalty (Y)	0.145	2,092	0.037	Accepted
H5	*Commitment* (X1) -> Customer Loyalty (Y)	0.370	3,808	0.000	Accepted
H6	*Trust* (X2) -> Customer Loyalty (Y)	0.211	2,551	0.011	Accepted
H7	*Relative Dependence* (X3) -> Customer Loyalty (Y)	0.267	3,266	0.001	Accepted

<div align="center">Source: SmartPLS Data Processing (2025)</div>

The explanation of Table 11 regarding the Hypothesis that the Author tested on the variables in this study is explained through the following description:

a. The Influence of Commitment (X1) on Customer Satisfaction (Z)

The Commitment variable (X1) has a t-value that is greater than the t-table value (4.874 > 1.65) and a significance value that is smaller than the level of accuracy (0.000 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.483 indicates that the direction of the relationship between Commitment (X1) and Customer Satisfaction (Z) is positive. Thus, it can be concluded that there is a significant influence of Commitment (X1) on Customer Satisfaction (Z). While the direction of a positive relationship means that the increasing Commitment (X1), the more it will be followed by an increase in Customer Satisfaction (Z).

b. The Influence of Trust (X2) on Customer Satisfaction (Z)

The Trust variable (X2) has a t-count value that is greater than the t-table value (2.493 > 1.65) and a significance value that is smaller than the level of accuracy (0.013 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.227 indicates that the direction of the relationship between Trust (X2) and Customer Satisfaction (Z) is positive. Thus, it can be concluded that there is a significant influence of Trust (X2) on

Customer Satisfaction (Z). While the direction of a positive relationship means that the increasing Trust (X2), the increasing Customer Satisfaction (Z) will be followed.

c. The Influence of Relative Dependence (X3) on Customer Satisfaction (Z)

The Relative Dependence variable (X3) has a t-value that is greater than the t-table value (2.507 > 1.65) and a significance value that is smaller than the level of accuracy (0.012 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.193 indicates that the direction of the relationship between Relative Dependence (X3) and Customer Satisfaction (Z) is positive. Thus, it can be concluded that there is a significant influence of Relative Dependence (X3) on Customer Satisfaction (Z). While the direction of a positive relationship means that the increasing Relative Dependence (X3), the increasing Customer Satisfaction (Z) will be followed.

d. The Influence of Customer Satisfaction (Z) on Customer Loyalty (Y)

The Customer Satisfaction (Z) variable has a t-value that is greater than the t-table value (2.092 > 1.65) and a significance value that is smaller than the level of accuracy (0.037 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.145 indicates that the direction of the relationship between Customer Satisfaction (Z) and Customer Loyalty (Y) is positive. Thus, it can be concluded that there is a significant influence of Customer Satisfaction (Z) on Customer Loyalty (Y). While the direction of a positive relationship means that the increasing Customer Satisfaction (Z), the more it will be followed by an increase in Customer Loyalty (Y).

e. The Influence of Commitment (X1) on Customer Loyalty (Y)

The Commitment variable (X1) has a t-value that is greater than the t-table value (3.808 > 1.65) and a significance value that is smaller than the level of accuracy (0.000 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.370 indicates that the direction of the relationship between Commitment (X1) and Customer Loyalty (Y) is positive. Thus, it can be concluded that there is a significant influence of Commitment (X1) on Customer Loyalty (Y). While the direction of a positive relationship means that the increasing Commitment (X1), the more it will be followed by an increase in Customer Loyalty (Y).

f. The Influence of Trust (X2) on Customer Loyalty (Y)

The Trust variable (X2) has a t-value that is greater than the t-table value (2.551 > 1.65) and a significance value that is smaller than the level of accuracy (0.011 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.211 indicates that the direction of the relationship between Trust (X2) and Customer Loyalty (Y) is positive. Thus, it can be concluded that there is a significant influence of Trust (X2) on Customer Loyalty (Y). While the direction of a positive relationship means that the increasing Trust (X2), the increasing Customer Loyalty (Y) will be followed.

g. The Influence of Relative Dependence (X3) on Customer Loyalty (Y)

The Relative Dependence variable (X3) has a t-value that is greater than the t-table value (3.266 > 1.65) and a significance value that is smaller than the level of accuracy (0.001 < 0.05), so Ho is rejected. And the Path Coefficient value of 0.267 indicates that the direction of the relationship between Relative Dependence (X3) and Customer Loyalty (Y) is positive. Thus, it can be concluded that there is a significant influence of Relative Dependence (X3) on Customer Loyalty (Y). While the direction of a positive relationship means that the increasing Relative Dependence (X3), the increasing Customer Loyalty (Y) will be followed.

Discussion
The Influence of Commitment on Customer Satisfaction

The test results show that the relationship between*commitment*on customer satisfaction produces a t-count value that is greater than the t-table value (4,874> 1.65) and a significance value that is smaller than the level of accuracy (0.000 < 0.05) so that H0 is rejected. Then it has a path coefficient of 0.483. Thus, it can be concluded that there is a positive and significant influence of commitment on customer satisfaction.

Moorman et al (2017:21), define commitment as a long-term desire to maintain valuable relationships with partners such as suppliers and customers. In this study, commitment is defined as the extent to which the supplier company feels committed to continuing business with the buyer company. This includes the supplier's loyalty to the buyer company, willingness to invest in the buyer company's business, and dependence on the stability of the long-term relationship.*Commitment*has an influence on customer satisfaction, this is logical, considering the company that has a strong commitment, where if the commitment grows in each customer to always try to maintain a long-term relationship, then this has a meaningful influence on business partners. In this case, it means the commitment of PT. PupukKaltim Bontang to promise to continue business with the purchasing company.

THE EFFECT OF COMMITMENT, TRUST, RELATIVE DEPENDENCE ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AT PT PUPUK KALTIM BONTANG
Irma Meliaki Simamora and Maya Arianti

The stronger the commitment PT. FertilizerKaltim Bontang to try to maintain product quality, service quality, then this will be even greateralso customer satisfaction. This is because customers will feel very appreciated and treated well, so that it will increase their trust and satisfaction with their customers. This is in line with research conducted by Salam et al., (2022), that commitment is considered very important in building long-term relationships and generating satisfaction among B2B partners. Hari (2000) also stated that: Business relationships with a high level of commitment will produce sustainable competitive advantages, which in the best case scenario, are designed in such a way that they are difficult to imitate or eliminate by competitors. Other research was presented by Shanka and Buvik (2019), that more committed partners will put in the effort and dedication of the company's willingness to maintain long-term relationships with customers. A higher level of commitment is expected to generate satisfaction and drive the success of relationships between B2B partners.

The Influence Between Trust and Customer Satisfaction

The test results show that the relationship between*trust*on customer satisfaction produces a t-count value that is greater than the t-table value (2.493 > 1.65) and a significance value that is smaller than the level of accuracy (0.013< 0.05) so that H0 is rejected. Thus, it can be concluded that there is a significant influence of trust on customer satisfaction, sand the Path Coefficient value of 0.227 shows that the direction of the relationship between trust and customer satisfaction is positive.

Trust is a condition that occurs when a partner believes in the reliability and honesty of his partner. The trust variable has a positive effect on customer satisfaction in this case indicating that trust is a belief that someone will find what they want from an exchange partner. Customers feel confident in PT. FertilizerKaltim Bontang. Trust is a very important element in creating and maintaining optimal relationships because this trust can help reduce the uncertainty and complexity inherent in B2B relationship interactions. Building customer trust is a valuable investment. By focusing on trust,PT. FertilizerKaltim Bontang can open new opportunities, increase sales conversions and achieve sustainable success. Building trust is a long-term investment that is invaluable for every business. In this case, it means that with trust, a business can grow rapidly, attract new partners and customers, and achieve its goals more easily.

The results of this study support previous research conducted by Cortez and Johnston (2020) which stated that trust has a positive impact on customer satisfaction. "Trust in the honesty, credibility, and benevolence of a supplier company can build satisfying interactions between B2B". Another study conducted by Kingshott et al., 2020a, 2020b) namely when B2B partners have a high level of trust between each other, there is a great desire between them to ensure the success of the relationship. As a result, satisfaction among partners increases. The findings of the study conducted by Pop et al. (2022) state that satisfaction is a result of trust. Trust is very important in the B2B context. Furthermore, other studies, conducted by Youssef el al., 2018 and Ruiz Martinez et al., 2019, where the results of the study showed that mutual trust can build relationships that create competitive advantage and increase satisfaction in the B2B context.

It can be concluded that customer trust inPT. FertilizerKaltim Bontang was formed when it believed in its capabilitiesPT. FertilizerKaltim Bontang in keeping promises, providing competent and satisfactory performance. Customer trust in the abilityPT. FertilizerEast Kalimantan Bontang plays an important role in improving the qualityB2B relationships.

The Influence of Relative Dependence on Customer Satisfaction

The test results show the variables*relative dependence*has a calculated t value that is greater than the t table value (2,507> 1.65) and a significance value that is smaller than the level of accuracy (0.012 < 0.05) so that H0 is rejected.The Path Coefficient value of 0.193 indicates that the direction of the relationship between relative dependence and customer satisfaction is positive.Thus, it can be concluded that there is a significant influence of relative dependence on customer satisfaction. This is logical, considering thatWhen businesses are interdependent on each other, both parties tend to invest in maintaining and enhancing the relationship, leading to higher levels of satisfaction.High dependency can increase the level of customer satisfaction. Customerswhich depend on products and servicesPT. FertilizerKaltim Bontang will be satisfied with its products and services because they have met customer needs so that they are willing to continue buying them. In this case, relative dependence is the need for one party to maintain its relationship with a partner because of the irreplaceable and different values that will be lost if the relationship ends. Customer dependence on PT. Pupuk Kaltim Bontang's products and services will encourage them to feel satisfied with the products used.

The results of this study support previous research conducted by Alsaad et al. (2019), which found a positive relationship between relative dependence and customer satisfaction. Research conducted by Madanaguli et al. (2022) states that consumers who already feel dependent on a product will always feel satisfied with the product so that they are willing to continue buying it.

The Influence Between Customer Satisfaction and Customer Loyalty

The test results show that the influence between *customer satisfaction* towards customer loyalty produces valuet count is greater than the t table value (2.092 > 1.65) and the significance value is smaller than the level of accuracy (0.037 < 0.05), then Ho is rejected. And the Path Coefficient value of 0.145 indicates that the direction of the relationship between customer satisfaction and customer loyalty is positive. The results of this study support previous research conducted by Ariyanti (2022), which states that customer satisfaction provides a positive and substantial contribution to customer loyalty. With increasing customer satisfaction, there will be an increase in customer loyalty, conversely a decrease in customer satisfaction results in a decrease in customer loyalty.

According to Arrivabene et al. (2019) satisfaction is a key factor that influences loyalty. Customers have been satisfied with the services and products received from PT. Pupuk Kaltim Bontang, customers tend to show loyal behavior such as repurchasing, giving recommendations, and being reluctant to switch to other producers. So it can be concluded that the increasing quality of products or services PT. East Kalimantan Fertilizer Bontang, then customers tend to remain loyal. Another finding, conducted by Farooq and Raju (2019), that for supplier companies, building and maintaining long-term relationships with satisfied buyers is very important to maintain long-term survival. So with the relationship between satisfaction and loyalty, satisfied customers will directly stay with PT. East Kalimantan Fertilizer Bontang. Another study was conducted by Amoako et al. (2019), which stated that to secure customer loyalty, it is important for a company to identify and anticipate the needs of its customers and satisfy them.

The Influence of Commitment on Customer Loyalty

The test results show that the relationship between *commitment* towards customer loyalty produces valuet count is greater than the t table value (3.808 > 1.65) with a significance value smaller than the error rate (0.000 < 0.05), then Ho is rejected. The path coefficient value of 0.370 indicates that the direction of the relationship between commitment and customer loyalty is positive, that the increasing commitment is followed by an increase in customer loyalty.

In its application, there is an influence between commitment and customer loyalty. PT. Fertilizer Kaltim Bontang can be explained that the more committed PT. Fertilizer Kaltim Bontang, regarding the services provided, it is proven that it will be able to create better customer loyalty. If the commitment PT. Fertilizer Kaltim Bontang is really done in providing services, then it can be ensured that customers become loyal to the company's products and are certain to be bound in the long term. A company that always strives to fulfill the company's promises to its customers, in turn will create a high level of trust in customers. Based on the results of research that shows the influence between commitment and loyalty in this case, it should be PT. Fertilizer Kaltim Bontang always maintains the company's commitment to loyalty, including service to its customers, fulfilling the company's promises to its customers, a sense of togetherness, always being friendly and making customers feel comfortable while establishing ties with PT. Fertilizer East Kalimantan Bontang.

According to Sancha et al. (2019), there will be no commitment if both parties feel that it is not mutually beneficial. In other words, the commitment that should be implemented in PT. Fertilizer Kaltim Bontang should make efforts to fulfill the company's promises to its customers, so that customers continue to have a high level of trust in PT. Fertilizer Kaltim Bontang. This is in line with the research of Hoque and Rana (2020) that the company's commitment plays an important role in shaping customer loyalty. The better the quality of the products and services provided by the company, the higher the desire to repurchase the product in order to achieve loyal customers.

Influence Between *Trust* towards Customer Loyalty

The test results show that the relationship between *trust* towards customer loyalty produces valuet count is greater than the t table value (2.551 > 1.65) and the significance value is smaller than the level of accuracy (0.011 < 0.05), then Ho is rejected. The Path Coefficient value of 0.211 indicates that the direction of the relationship between trust and customer loyalty is positive. Thus, there is a significant influence between trust and customer

loyalty, and the direction of the relationship is positive, meaning that the increasing trust will be followed by an increase in customer loyalty.

Trust involves a person's willingness to behave in a certain way because of the belief that his partner will provide what he expects with an expectation that someone will have that there will be a word of promise or statement from another person that can be trusted (Gansser et al., 2021). Trust is very important to create and maintain optimal relationships between companies and business partners. Trust has an influence on loyalty, in this case it is logical. Given that companies that maintain trust will be able to maintain long-term relationships. Therefore, it is betterPT. FertilizerKaltim Bontang always maintains trust by always being honest, keeping promises and always trying to provide competent and satisfying performance. Given, when B2B partners have a high level of trust between them, then there is a great desire between them to ensure the success of the ongoing relationship. The results of this study support previous research conducted by Crisafulli and Singh (2022), which stated that B2B found a positive relationship of trust has a positive impact on customer loyalty. In an effort to expand the existing industrial marketing literature in the context of emerging markets, this study proposes that satisfying experiences experienced by B2B partners with each other will greatly increase their level of trust and positively increase their loyalty to the relationship.It can be concluded that the higher the customer's trust in a productPT. FertilizerKaltim Bontang, the higher the level of customer loyalty. In line with Ababneh's research, 2020) that customer trust will increase if the company has a high level of credibility, considering that with high credibility and supported by the honesty of the company, it will directly influence and increase customer loyalty. Customer commitment to a product is trust in using a product which includes recommendations and trust (Wangdan el al., 2020).

Influence Between*Relative Dependence*towards Customer Loyalty

The test results show that the relationship between*relative dependence*towards customer loyalty generates value tcount is greater than the ttable value (3.266> 1.65) and a significance value that is smaller than the level of accuracy (0.001< 0.05) so that H0 is rejected. Thus, it can be concluded that there is a significant influence of relative dependence on customer loyalty.

In its application there is an influencebetween*relative dependence*towards customer loyalty, This is due toWhen businesses are interdependent on each other, they are more likely to invest in maintaining and enhancing the relationship, leading to higher levels of satisfaction that ultimately form loyalty. In line with research by Arthur et al., (2024) that B2B partners establish a relative dependence relationship when they conclude that the benefits of establishing the relationship outweigh the potential costs of building and maintaining the relationship. In this case, it should bePT. FertilizerKaltim Bontang establishes good relationships with customers, or is interdependent on each other, considering when customers conclude that the benefits of establishing the relationship outweigh the potential costs of building and maintaining the relationship.

The results of this study support previous research conducted by (Padgett et al., 2024), which stated that relative dependence has a positive impact on customer loyalty. This is because when businesses are interdependent on each other, they are more likely to invest in maintaining and enhancing relationships, leading to higher levels of satisfaction.(Kao et al., 2024).

V. CONCLUSION

Based on the research results, the following conclusions can be drawn.

a. Respondents' descriptive assessment of the variables*Commitment*, Trust, Relative Dependence, Customer Satisfaction and Customer Loyalty at PT. Pupuk Kaltim Bontang are as follows:

1. *Commitment*

   The average percentage value of respondents' assessment of the commitment variable is included in the "good" category on the continuum line, so it can be concluded that the commitment is in good condition.

2. *Trust*

   The average percentage value of respondents' assessment of the trust variable is included in the "good" category on the continuum line, so it can be concluded that the business relationship between the two parties each trusts each other and the ability of PT. Pupuk Kaltim Bontang to provide competent performance and satisfy needs, thereby reducing customer concerns which ultimately make PT. Pupuk Kaltim Bontang the main choice.

3. *Relative dependence*

The average percentage value of respondents' assessment of the relative dependence variable is included in the "good" category on the continuum line, so it can be concluded that between PT. Pupuk Kaltim Bontang and customers, they maintain a good relationship and depend on each other for long-term goals.

4. *Customer satisfaction*

   The average percentage value of respondents' assessment of the customer satisfaction variable is included in the "good" category on the continuum line, so it can be concluded thatduring the business cooperation withPT. Pupuk Kaltim Bontang, customers expressed satisfaction.

5. *Customer loyalty*

   The average percentage value of respondents' assessment of the customer loyalty variable is included in the good category, on the continuum line, so it can be concluded that in this case it means that PT. Pupuk Kaltim Bontang has been able to improve its products and services so that PT. Pupuk Kaltim Bontang is a good business partner and can bring many benefits and opportunities for the growth and success of its customers' businesses.

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