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Sustaining Success in B2B Partnerships: Exploring Intention to Continue the Relationship

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Abstract: This study aimed to analyze the influence of service quality, relationship marketing, perceived value, and satisfaction on intention to continue relationships in the business-to-business context of lubricant companies in Indonesia. We utilized the theoretical perspectives of the Social Exchange Theory and Expectation–Confirmation Theory. The research sample comprised 135 distributors of lubricant companies in Indonesia selected through saturated sampling. Data collection employed a survey method, and data were analyzed using PLS-SEM. The results indicate that service quality and relational marketing significantly affect perceived value while perceived value significantly influences satisfaction. However, the direct influence of perceived value on the intention to continue relationships was not significant. Conversely, satisfaction was found to have a significant positive influence on the intention to continue relationships. These findings underscore the importance of integrating sustainability principles into service quality, relationship marketing, and satisfaction strategies to foster long-term business relationships in the B2B context within the lubricant industry in Indonesia.

Keywords: service quality; relationship marketing; perceived value; satisfaction; intention to continue relationship; B2B



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1. Introduction

In the realm of business, maintaining partnerships where company associates opt to prolong their relationship is regarded as a significant asset for any organization [1]. Izquierdo [2] states that the worth of a partnership and its advantages become apparent when distributors and customers express a desire to uphold a valuable and committed association. The intention to continue a relationship has been defined by many previous researchers in the form of repeat purchases, positive attitudes, sustained dedication, loyalty, endorsing positively, reluctance to switch, or a combination of all of these factors [3].

Research consistently shows that higher customer satisfaction is linked to stronger relationships between customers and companies [4–6]. According to the perspective of Ranaweera and Prabhu [7], business satisfaction prevents relationship termination and consolidates the intention to continue a relationship. Similarly, Jones [8] argues that customer satisfaction is a crucial factor influencing customer retention. Thus, satisfaction can be considered an antecedent of the intention to continue a relationship.

Satisfaction can be defined as the extent to which the outcomes or services received align with the expectations of consumers [9]. It implies that the achieved results or services should meet or even surpass consumer expectations [10]. Based on the Expectation–Confirmation Theory, previous satisfaction significantly influences the intention to repurchase while the level of satisfaction itself is derived from the confirmation or disconfirmation of expectations regarding the service of a product or system [11]. High-quality products and services play a crucial role in shaping customer satisfaction [12–16].

Consumers tend to be more satisfied when the perceived value of a product or service exceeds their initial expectations [17]. This can increase customer loyalty [18], trigger

positive recommendations to others, and strengthen the relationship between consumers and service providers. Therefore, it is crucial for businesses to consistently deliver products or services that not only meet but also surpass consumer expectations [19]. This proactive approach fosters long-term trust and satisfaction, ultimately benefiting both the consumers and the enterprise. Thus, creating and maintaining a high level of perceived value can be an effective strategy for gaining consumer trust and satisfaction [20–24].

Customer satisfaction holds significant importance within the literature on service marketing [25,26]. Companies are expected to rely on relationship marketing as a way to overcome challenges such as brand parity and an inability to compete [27]. Relationship marketing involves monitoring and forecasting customer satisfaction, building and maintaining customer loyalty, and managing customer value [28]. Companies use relationship marketing to nurture mutually beneficial relationships with distributors in the long term [29]. The intention to continue marketing relationships has become a major issue in academic discussions within consumer markets [30], as well as in discussions related to business-to-business transactions [31].

In integrating various theoretical perspectives, such as the Social Exchange Theory and Expectation–Confirmation Theory, this study aimed to offer a comprehensive understanding of the factors influencing distributor satisfaction and the intention to continue business relationships within the lubricant industry in Indonesia. By exploring the compatibility and intersections of these theories, we seek to elucidate the mechanisms through which service quality, relationship marketing, perceived value, satisfaction, and intention to continue relationships contribute to sustaining successful B2B partnerships. Through this interdisciplinary approach, we endeavor to provide valuable insights for both theoretical advancement and practical application in the field of B2B marketing and relationship management. Furthermore, this study addresses a significant research gap as there is a lack of comprehensive research examining service quality, relationship marketing, perceived value, satisfaction, and intention to continue relationships together in the context of the lubricant industry.

2. Literature Review

In this section, we will explain the following:

- The theory of the research variable;
- The relationships between variables found in several previous studies, which are then used as a basis for formulating hypotheses.

2.1. Social Exchange Theory

The Social Exchange Theory (SET) provides a valuable framework for understanding the dynamics of enduring relationships, particularly within the context of business partnerships. According to the SET, individuals engage in interactions based on a rational assessment of the costs and benefits involved [32,33]. Central to this theory is the notion that relationships are characterized by the exchange of socioemotional resources such as trust, respect, and support.

Within the realm of business-to-business partnerships, the application of the SET suggests that the continuation of a relationship is contingent upon the perceived benefits derived from it [34]. As partners engage in exchanges of goods, services, and information, they evaluate the outcomes of these interactions in terms of their self-interest. The theory posits that the greater the perceived benefits of the relationship are, the higher the likelihood of its continuation will be [35].

Key components of the SET include basic concepts, exchange rules, and evolving dimensions of exchange relationships [36]. At its core, the SET operates on the fundamental assumption that individuals are motivated by self-interest [37]. In the context of business partnerships, this implies that companies seek to maximize their gains while minimizing their sacrifices within the relationship.

2.2. Expectation–Confirmation Theory

The Expectation–Confirmation Theory (ECT), introduced by Oliver [11], offers a valuable framework for understanding and predicting customer behavior, particularly in the context of satisfaction and repeat purchase intentions. According to the ECT, customers' intentions to repurchase a product or service are heavily influenced by their previous levels of satisfaction [11]. Central to this theory is the concept of disconfirmation, wherein satisfaction is determined by the alignment (or lack thereof) between customers' expectations and their actual experiences with a product or service.

Oliver [11] posits that satisfaction is derived from the disconfirmation of expectations regarding a product or system. In other words, when customers' actual experiences exceed their initial expectations, they are more likely to be satisfied and inclined to repurchase. This suggests that managing and meeting customer expectations is crucial for fostering satisfaction and building long-term relationships with customers.

Building upon Oliver's framework, Bhattacharjee [38] extends the ECT by incorporating perceived performance as an antecedent to satisfaction. Bhattacharjee argues that both expectations and perceived performance influence the confirmation or disconfirmation process, thereby shaping customers' satisfaction levels. By considering customers' perceptions of a product or service's performance relative to their initial expectations, businesses can better understand and address the drivers of satisfaction and repeat purchase intentions.

2.3. Service Quality and Perceived Value

A company can be considered successful when it can meet the needs and desires of consumers by satisfying or even exceeding their expectations [39], which, in turn, can ensure the ability to maintain relationships with benefits for both parties [40]. In this case, emphasis will be placed on service quality, which includes components related to consumer expectations of the service provided. The process of customer satisfaction goes beyond requiring high-quality products or services [41]; it also involves the need for a supportive service system. Consequently, customers will feel pleased with the required products or services and comfortable with the provided service.

A range of studies have explored the relationship between service quality and perceived value. Based on previous research, the findings of García-Fernández et al.'s [42] study indicate the importance of providing appropriate services regarding the perceived quality by sports organization managers as client loyalty may depend on factors from the model in this research. The results of Habibi and Rasoolimanesh's [43] study state that experience and service quality have a positive and significant impact on perceived value and behavioral intention. Özkan et al.'s [44] research shows that customers perceive quality and satisfaction as affecting loyalty through perceived value, image and, reputation while Tuncer et al. [45] state that service quality has a positive impact on customer satisfaction and perceived value. Based on this explanation, the hypothesis that is built is as follows:

H1: *Service Quality has significant positive effects on Perceived Value.*

2.4. Relationship Marketing and Perceived Value

Relationship marketing focuses on retaining long-term and mutually beneficial relationships between buyers and sellers [46–48]. In the business-to-business environment, relationship marketing becomes increasingly essential as organizations trading in large quantities with key partners benefit from economies of scale, enhance supplier competency [49], improve quality, continuously reduce costs, and ensure uninterrupted supply [50,51].

The ability to provide superior value to customers is crucial in establishing and maintaining long-term relationships [52]. This value is perceived differently by buyers and suppliers, impacting their behaviors and the development of business relationships [53]. Relationship value, as a key constituent, is linked to relationship quality and behavioral outcomes, with a stronger impact on satisfaction [51]. Therefore, understanding and

managing perceived value is essential in relationship marketing. Several studies have investigated the relationship between relationship marketing and perceived value [54–56], yielding significant and positive findings.

H2: *Relationship Marketing has significant positive effects on Perceived Value.*

2.5. Perceived Value and Satisfaction

Desianti et al. [9] define customer satisfaction as the extent to which the outcomes or services received align with the expectations of consumers. Satisfaction can be expressed as a function of perceived value, wherein a customer's satisfaction after purchase depends on the level of perceived value [57]. The relationship between perceived value and satisfaction is crucial, as customers are more likely to be satisfied when they perceive that the value they receive from a product or service meets or exceeds their expectations. This relationship is significant, with perceived value having a strong and significant impact on satisfaction [20–24,57]. Therefore, the hypothesis formulated in this paper is as follows:

H3: *Perceived Value has significant positive effects on Satisfaction.*

2.6. Perceived Value and Intention to Continue the Relationship

Every industry strives to survive and compete by highlighting the excellence and uniqueness of each product to satisfy consumer needs. A company can be deemed successful when it meets and even exceeds the needs and desires of consumers [39]. Customers with an intention to continue the relationship consequently have higher expectations of the company, its products, and services as a result of the time and effort they have invested. When their expectations are not met, customers are more likely to provide voluntary feedback to help the company improve its service delivery [58].

Perceived value plays a crucial role in influencing the intention to continue a relationship, whether it is in the context of mobile government services [59], business-to-business settings [1], or consumer interactions with commercial facilities [60,61]. Building on previous research [1,62,63], indicating a significant positive influence of perceived value on intention to continue relationship. However, there are research results from Yang et al. [64] and Zhang et al. [65] stating that this relationship is not significant.

H4: *Perceived Value has significant positive effects on Intention to Continue the Relationship.*

2.7. Satisfaction and Intention to Continue the Relationship

Based on the Social Exchange Theory, satisfaction plays a vital role in social interactions, affecting how much customers rely on the company [66–68]. This theory emphasizes the significance of mutually beneficial interactions and trust for establishing lasting relationships. Trust, social connections, and the duration of relationships are essential factors in improving satisfaction in business-to-business relationships [66]. Customers with a high intention to continue relationships prioritize their relationships and show engagement by voluntarily participating in activities related to the company [69].

Amoako et al.'s [1] study aimed to assess the relationship between relationship marketing practices, trust, commitment, relative dependence, customer satisfaction, and perceived value as drivers of the intention to continue B2B business relationships. Data were collected from 248 business actors who were distributors of GGCL using a questionnaire. The research results showed a positive and significant relationship between commitment, relative dependence, customer satisfaction, and perceived value of distributors toward the intention to continue business. Additionally, findings from research conducted by Rahardja et al. [63], Yang et al. [64], Goel et al. [70], Svensson et al. [71], and Cassia et al. [72] indicate a significant positive influence of satisfaction on the intention to continue a relationship.

H5: Satisfaction has significant positive effects on Intention to Continue Relationship.

3. Methods

This research adopted a quantitative approach, which involves the quantification and analysis of variables to derive research outcomes [73]. The population under study comprised distributors operating within the lubricant industry in Indonesia. Specifically, the study focused on distributors associated with various lubricant companies across the country. The total population size was $N = 135$ distributors. To ensure comprehensive coverage of the population, the study employed the census method, which involved utilizing all members of the population as samples, resulting in a saturated sample.

Primary data for the study were collected through surveys administered to distributors within the lubricant industry in Indonesia. These surveys gathered information on various factors related to distributor perceptions, satisfaction levels, and intentions to continue business relationships. The data collection took place in January 2024, with an online survey distributed to respondents. Subsequently, the collected data are subjected to statistical analysis, encompassing both descriptive and inferential techniques. Here, hypotheses H1–H5 will be tested using partial least squares structural equation modeling (PLS-SEM) analysis, facilitated by the WarpPLS computer package program. This analytical approach enables a comprehensive examination of the relationships between different variables and their impacts on distributor dynamics within the lubricant industry. Figure 1 is the research model utilized in this study, illustrating the relationships between the variables under investigation.

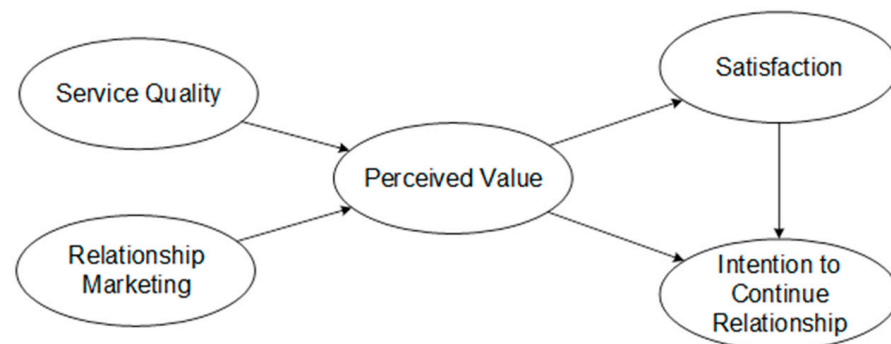


Figure 1. Research model. Source: author's construct.

4. Results

The results of the descriptive analysis of respondents (lubricants distributors) are presented in Table 1, which includes Length of Time as Distributor, Type of Distributor, and Monthly Purchase Volume.

The characteristics of these respondents are important to be revealed as they portray the profiles of business actors who are distributors of the lubricant industry. Analyzing respondent characteristics can serve as a basis for better strategic decision making, enabling the lubricant industry to enhance collaboration with distributors.

To investigate the relationships among service quality, relationship marketing, perceived value, satisfaction, and intention to continue the relationship, we employed the PLS-SEM method. The PLS-SEM method was implemented using the WarpPLS software version 6.0, which is an effective statistical tool for analyzing complex relationships among variables in a model to support valid conclusions and interpretations [74].

Table 1. Respondent Characteristics.

Respondent Characteristics		Frequency	Percentage (%)
Length of time as distributor	<11 years	12	9
	11–20 years	17	13
	21–30 years	34	25
	31–40 years	34	25
	>40 years	38	28
Type of distributor	Industry	15	11
	Retail	12	9
	Both Industry and Retail	108	80
Monthly purchase volume	<100 KL	48	36
	101–300 KL	54	40
	301–500 KL	19	14
	501–1000 KL	7	5
	>1000 KL ¹	7	5

¹ KL: kiloliters. Source: field data (2024).

4.1. Measurement Model

The measurement model involves service quality, relational marketing, perceived value, satisfaction, and intention to continue the relationship, all modeled reflectively. Model quality criteria were evaluated solely through positive and significant factor loadings used [75], as well as Cronbach's alpha, composite reliability, and AVE with minimum thresholds of 0.7, 0.7, and 0.5 [76].

Based on the analysis results in Table 2, it can be observed that for the service quality variable, there were no indicators with negative and non-significant loadings. Similarly, for the relationship marketing, perceived value, satisfaction, and intention to continue relationship variables, there were no indicators with negative and non-significant loadings. Furthermore, all constructs met the criteria for Cronbach's alpha, composite reliability, and AVE estimates. Thus, no indicators were excluded from the model because all indicators met the requirements to be used as variable measures.

Table 2. Reliability and convergent validity of reflective constructs.

Variable	Indicators	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Service Quality	Reliability	0.797	0.861	0.900	0.643
	Responsiveness	0.763			
	Assurance	0.849			
	Empathy	0.825			
	Tangibles	0.772			
Relationship Marketing	Trust	0.889	0.878	0.916	0.733
	Commitment	0.849			
	Communication	0.845			
	Conflict Holding	0.840			
Perceived Value	Emotional	0.858	0.807	0.874	0.636
	Social	0.743			
	Quality/Performance	0.844			
	Price/Value of Money	0.736			
Satisfaction	Fulfillment	0.865	0.827	0.897	0.744
	Pleasure	0.833			
	Ambivalence	0.888			
Intention to Continue the Relationship	Involvement	0.848	0.789	0.857	0.548
	Expectations	0.776			
	Forgiveness	0.580			
	Feedback	0.786			
	Fear of Relationship Loss	0.684			

Note: All loadings are significant at 0.01 level of significance. Source: field data (2024).

4.2. Structural Model

Furthermore, the model's adequacy can also be evaluated through the calculation of the multivariate determination coefficient expressed in Q-Square (Q²). Q-Square is used as a measure of how well the research model can explain the behavior of the research object (system) under investigation. If the value of $Q > 0$, it indicates that the model has predictive relevance [77,78].

A Stone–Geisser Q-Square test value of 0.872, which is greater than 0, indicates that a model has predictive relevance. This means that the variability in the data explained by the model is 87.2%, or, in other words, 87.2% of the information contained in the data can be explained by the model. The remaining 12.8% is explained by other variables (not included in the model) and errors.

The results of the structural model are presented in Figure 2 and Table 3. Four out of five paths are statistically significant; thus, hypotheses H1, H2, H3, and H5 can be accepted. Specifically, there are positive and significant relationships between service quality and perceived value, relationship marketing and perceived value, perceived value and satisfaction, and satisfaction and intention to continue the relationship. However, H4 was not supported in this study.

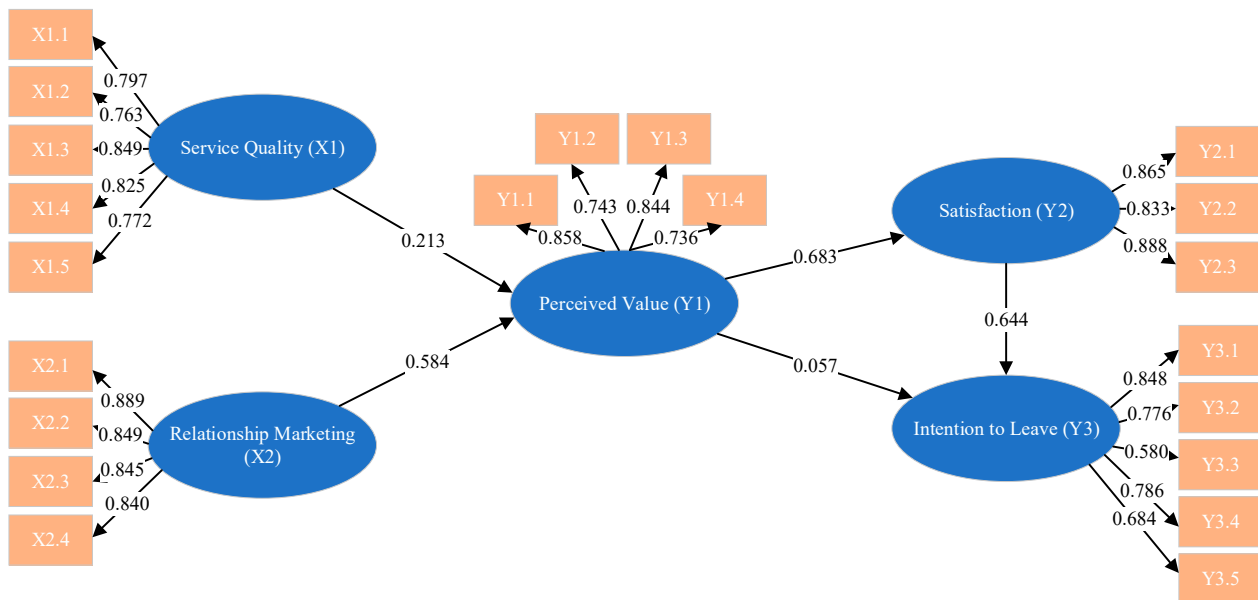


Figure 2. Structural models. Source: field data (2024).

Table 3. Hypothesis testing on the direct effect of WarpPLS analysis.

Hypothesis	Coefficients	p-Value	Results
H1: SQ → PV	0.213	0.005 **	Supported
H2: RM → PV	0.584	<0.001 **	Supported
H3: PV → S	0.683	<0.001 **	Supported
H4: PV → ICR	0.057	0.250 ^{ns}	Not Supported
H5: S → ICR	0.644	<0.001 **	Supported

Note: ** Significant at 1% and ^{ns}: Not Significant. Source: field data (2024).

5. Discussion

5.1. The Relationship between Service Quality and Perceived Value

The analysis unveils a robust relationship between service quality and the perceived value among distributors of lubricant companies in Indonesia, underscoring its economic implications for sustainable partnerships. This finding resonates with previous research conducted by García-Fernández et al. [42], Habibi and Rasoolimanesh [43], Özkan et al. [44],

and Tuncer et al. [45], which consistently demonstrate a significant positive influence of service quality on perceived value.

From an economic sustainability perspective, the relationship between service quality and perceived value signifies the strategic importance of investing in service excellence for lubricant companies in Indonesia. By delivering superior service quality, companies not only meet the functional requirements of distributors but also enhance their perceived value proposition, thus fostering loyalty and long-term relationships. This alignment with economic sustainability principles ensures that investments in service quality yield tangible returns in terms of enhanced competitiveness and profitability.

Drawing from the Social Exchange Theory, the interaction between distributors and lubricant companies is characterized by a reciprocal exchange of risks and benefits [45]. Here, high service quality serves as a strategic investment by companies to fulfill the needs and expectations of distributors. By prioritizing service excellence, companies not only enhance the value proposition for distributors but also mitigate the risks associated with potential disruptions in the supply chain, thus contributing to the economic resilience of partnerships.

Moreover, the positive association between service quality and perceived value enhances the competitiveness of lubricant companies in Indonesia's dynamic marketplace. Distributors are more inclined to partner with companies that offer superior service experiences, thereby fostering a competitive advantage and sustainable market positioning. This strategic alignment with economic sustainability principles ensures that investments in service quality contribute to long-term value creation and economic viability for lubricant companies.

5.2. The Relationship between Relationship Marketing and Perceived Value

Hypothesis 2 posits that relationship marketing significantly influences perceived value positively. The results of this analysis underscore the pivotal role of relationship marketing practices in shaping distributors' perceptions of value regarding products and services offered by lubricant companies in Indonesia. These findings are consistent with prior research by Pradana et al. [54], Putra and Putri [55], and Chen and Lin [56], which highlight a significant positive influence between relationship marketing and perceived value.

Aligned with the Expectation–Confirmation Theory, relationship marketing operates on the premise that expectations serve as benchmarks against which distributors evaluate products and services [79]. When relationship marketing initiatives exceed these expectations, distributors confirm a positive perception of value. From an economic sustainability perspective, investing in relationship marketing is crucial for lubricant companies. By nurturing positive relationships with distributors, companies enhance their perceived value proposition, driving distributor satisfaction, loyalty, and long-term economic viability.

Overall, the relationship between relationship marketing and perceived value is vital for fostering sustainable partnerships between lubricant companies and distributors in Indonesia. By prioritizing relationship-building efforts and aligning with economic sustainability principles, companies can gain a competitive edge, differentiate themselves in the market, and ensure long-term profitability.

5.3. The Relationship between Perceived Value and Satisfaction

Our study confirms a significant positive relationship between perceived value and satisfaction among distributors of lubricant companies in Indonesia. This aligns with prior research by Uzir et al. [20], Tran and Le [21], Samudro et al. [22], Ghorbanzadeh et al. [23], and Slack et al. [24] indicating the consistent importance of perceived value in shaping distributor satisfaction. From an economic sustainability perspective, this relationship underscores the critical role of perceived value in fostering long-term partnerships. As distributors perceive higher value in the products and services provided by lubricant companies, their satisfaction levels increase, contributing to enhanced loyalty and retention.

The Social Exchange Theory provides insight into the mechanism underlying the relationship between perceived value and satisfaction. According to this theory, distributors and lubricant companies engage in mutual exchanges, creating a foundation for stable relationships [80]. By enhancing perceived value through the delivery of superior products and services, companies can strengthen these exchanges, fostering trust and satisfaction among distributors. This strategic alignment with social exchange principles ensures mutual benefits over time, contributing to the economic sustainability of partnerships.

Furthermore, the Expectation–Confirmation Theory (ECT) elucidates how distributors form initial expectations about products and services from lubricant companies, which serve as benchmarks for evaluating performance [81]. By consistently meeting or exceeding these expectations, companies can confirm positive perceptions of value, thereby enhancing distributor satisfaction. From an economic standpoint, this reinforces the importance of managing and exceeding distributor expectations to ensure sustained satisfaction and long-term partnership viability.

5.4. The Relationship between Perceived Value and Intention to Continue Relationship

Our study revealed that perceived value does not significantly influence the intention to continue a relationship among distributors of lubricant companies in Indonesia, thereby rejecting Hypothesis 4. This finding contrasts with some prior research by Yang et al. [64] and Zhang et al. [65], which also found a non-significant influence between perceived value and intention to continue the relationship. However, it aligns with the findings of Amoako et al. [1], Chen and Lin [62], and Rahardja et al. [63] which suggest a significant positive influence between perceived value and intention to continue the relationship.

These disparities in findings highlight the influence of contextual factors and industry-specific dynamics on the relationship between perceived value and intention to continue the relationship. From an economic sustainability perspective, understanding these nuances is crucial for lubricant companies in Indonesia. While perceived value may not directly drive intentions to continue the relationship, other factors such as trust, satisfaction, and perceived service quality may play a more significant role in fostering long-term partnerships.

The complexity of business relationship dynamics underscores the need for lubricant companies to adopt a nuanced approach to managing distributor relationships. By focusing on enhancing trust, satisfaction, and overall service quality, companies can cultivate strong and enduring partnerships, irrespective of the direct influence of perceived value on the intention to continue a relationship. This strategic alignment ensures that investments in relationship-building efforts yield tangible returns in terms of sustained loyalty, retention, and long-term economic sustainability.

5.5. The Relationship between Satisfaction and Intention to Continue Relationship

This study confirmed Hypothesis 5, indicating that satisfaction significantly influences the intention to continue a relationship among distributors of lubricant companies in Indonesia. This finding underscores the pivotal role of distributor satisfaction with the products and services provided by lubricant companies, such as Pertamina Lubricants, in fostering long-term business relationships. This aligns with established findings in marketing literature, which consistently demonstrate that high levels of satisfaction tend to encourage distributors to remain loyal and continue long-term partnerships [1,63,64,70–72].

From an economic sustainability perspective, understanding the link between satisfaction and the intention to continue a relationship is crucial for lubricant companies in Indonesia. Satisfaction serves as a key element in social exchange, influencing the level of distributor dependence on the company. This highlights the importance of fostering mutually beneficial interactions and trust in building enduring relationships [82].

Furthermore, the alignment between distributor expectations and the post-purchase performance of lubricant companies' products or services becomes a critical determinant of distributor satisfaction. This underscores the relevance of the Expectation–Confirmation Theory (ECT), which emphasizes that customer satisfaction is an initial step in influencing

intentions for sustained behavior, including in business relationships with companies like Pertamina Lubricants. By consistently meeting or exceeding distributor expectations, companies can ensure sustained satisfaction and foster the intention to continue a relationship, driving long-term economic sustainability [83].

6. Conclusions

Based on the objectives, results, and discussions of the study, several conclusions can be drawn regarding the economic aspect of sustainability in the B2B relationship context between distributors and lubricant companies in Indonesia. Firstly, our findings indicate that service quality significantly and positively impacts perceived value. This suggests that the high-quality service provided by lubricant companies enhances distributors' perceptions of the value of the products and services offered, which can lead to increased economic value for both parties involved.

Secondly, relationship marketing practices, such as trust building and effective communication, play a crucial role in positively influencing distributors' perceptions of value toward lubricant companies. This highlights the strategic significance of cultivating strong and positive relationships with distributors to enhance perceived value and foster long-term partnerships, ultimately contributing to economic sustainability through enhanced customer loyalty and retention.

Thirdly, our study confirmed that perceived value positively affects distributor satisfaction, leading to increased economic sustainability through repeat business and long-term relationships. By delivering value-added offerings and services that meet the needs and expectations of distributors effectively, lubricant companies can enhance distributor satisfaction and ensure sustained economic viability.

However, while perceived value may not have a statistically significant direct influence on the intention to continue a relationship, satisfaction significantly influences the intention to continue a relationship, emphasizing the crucial role of distributor satisfaction in fostering long-term economic sustainability. These findings underscore the importance of prioritizing service quality, relationship marketing, perceived value, and distributor satisfaction to drive economic sustainability in the lubricant industry in Indonesia.

In summary, our study has contributed to a deeper understanding of how strategic initiatives aimed at enhancing service quality, fostering positive relationships, and delivering perceived value can drive economic sustainability in distributor relationships within the lubricant industry in Indonesia. By recognizing and integrating these factors into their business strategies, lubricant companies can ensure long-term economic success and sustainability. However, the study's sample size may limit the generalizability of the findings to the broader population of lubricant distributors in Indonesia. Future research could aim to replicate the study with a larger and more diverse sample to enhance the generalizability of the results.

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