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Modelling Vendor Capability, Development, Satisfaction as Commitment Antecedents in Upstream Oil & Gas Industry

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ABSTRACT

According to an upstream oil and gas company's report in Indonesia, over 80% of contractual sanctions issued stem from vendors failing to meet commitment obligations. Consequently, this study aims to provide vendor management strategy recommendations by analyzing variables significantly correlated with vendor commitment fulfillment in contracts. This paper presents an empirical investigation of variables influencing vendor commitment fulfillment in upstream oil and gas operations, including vendor development programs, technical capabilities, satisfaction metrics, and operator influence strategies. Research data were collected from 100 vendors representing diverse company classifications, business segments, and commodity specializations. Eight hypotheses were developed using prior industry studies and best practice references. These hypotheses were tested via Partial Least Squares-Structural Equation Modeling (PLS-SEM) methodology. The analysis confirms that vendor technical capabilities and satisfaction levels exhibit significant direct relationships with commitment fulfillment. Vendor development programs demonstrate no direct significant relationship; however, an indirect relationship emerges when technical capabilities act as a mediating variable, indicating that development initiatives substantially enhance fulfillment through capability improvement. The study further establishes that vendor development directly strengthens technical capabilities.

Keywords: vendor capability; vendor satisfaction; vendor commitment; upstream oil and gas; PLSSEM

INTRODUCTION

The oil and gas industry is one of the most critical components of the global economy, exerting significant influence on the development of other sectors. Products generated by the oil and gas industry support many essential industries, such as the automotive and manufacturing sectors (Aslam et al., 2021; Atstāja & Mukem, 2024; Florescu et al., 2019; Primadasa & Christata, 2023). The business process in the oil and gas industry begins with the upstream sector, which is responsible for identifying, exploring, and producing oil and gas reserves from underground, bringing them to the surface to be subsequently delivered to the processing sector before final distribution to end consumers. The operational activities of one of the upstream oil and gas companies in Indonesia (hereinafter referred to as the “Company”) are supported by goods and

service providers, also known as vendors, who execute more than 70% of the Company's exploration and production activities. Much of the work in the oil and gas industry is characterized as *high risk for high reward*, necessitating specialized expertise. The most prevalent risk factors stem from the operating environment, which involves numerous hazardous elements such as fire and explosion—risks that can lead to fatalities, production losses, and revenue decline (Nguyen & Huyen, 2013). Therefore, it is crucial for the Company to closely monitor vendor performance in its operational activities. Contracts between the Company and its vendors stipulate that sanctions will be imposed if vendors fail to fulfill the commitments outlined in the agreement. According to the Company's Sanction Report from 2018 to 2022, there has been a notable increase in the number of sanctions issued. The most frequent sanction category is contract violations, accounting for 88.31% of all sanctions. The Company's Vendor Management team reported that the surge in sanctions was particularly pronounced from 2018 to 2019, with another increase in 2020 due to organizational transitions and the absence of robust vendor management strategy recommendations.

This research focuses on contract commitment fulfillment in vendor management by applying a *strategic partnership* model and vendor performance evaluation, both of which are designed to strengthen vendor relationships and commitments. The *strategic partnership* model emphasizes the establishment of long-term, collaborative relationships between companies and vendors to create shared value and achieve mutual benefits. The core principles of this model include trust, transparency, risk and benefit sharing, integration and coordination, and joint commitment to success (Lambert et al., 1996). Key activities under this model include vendor development, vendor satisfaction assessment, company influence strategies, and joint commitment fulfillment. In addition, vendor performance evaluation is used to systematically assess vendors based on predefined criteria, focusing on their ability to meet contract commitments and demonstrate technical capabilities (Monczka et al., 2021). Together, these two models aim to enhance operational performance, reduce costs, and maximize value for both parties. Furthermore, this research is expected to provide valuable references for the Company's management regarding strategies to improve vendor performance, ensuring that vendors consistently meet contractual commitments, thereby reducing the incidence of sanctions, supporting uninterrupted operations, and strengthening the Company–vendor collaboration to collectively address the challenges of the upstream oil and gas industry.

While previous studies have examined the relationship between vendor development and performance (Glavee-Geo, 2019; Humphreys et al., 2004), vendor capabilities (Wibisono et al., 2016), and vendor satisfaction (Ganguly & Roy, 2021) in general manufacturing or service industries, few have holistically modeled these constructs together in the upstream oil and gas sector, especially within the Indonesian context. Moreover, prior literature has seldom incorporated influence strategies as moderating variables in understanding vendor commitment behavior.

This study distinguishes itself by developing a comprehensive structural model that simultaneously tests the effects of vendor development, capabilities, satisfaction, and company influence strategies on vendor commitment fulfillment—an integrated approach not previously explored in the upstream energy sector. The novelty of this research lies in bridging performance-based and relationship-based perspectives in vendor management through an empirical PLS-SEM approach. The practical value of this study is to provide actionable insights for procurement and vendor management units within oil and gas companies, enabling the adoption of more accurate, evidence-based strategies to enhance vendor reliability, reduce contract violations, and improve overall supply chain performance.

RESEARCH METHODS

This study employs a quantitative, cross-sectional approach using Partial Least Squares-Structural Equation Modelling (PLS-SEM) to analyze data from 100 vendors in Indonesia's upstream oil and gas industry. Data collection was conducted through online questionnaires, with analysis performed using SPSS and SmartPLS 4.

The research examines five key variables: vendor development, vendor capabilities, vendor satisfaction, company influence strategies, and vendor commitment fulfillment. The main hypotheses tested are that vendor development positively influences both vendor capabilities and commitment fulfillment, and that vendor capabilities not only directly affect commitment fulfillment but also mediate the impact of vendor development. Additionally, vendor satisfaction is hypothesized to have a positive effect on commitment fulfillment, while company influence strategies—such as indirect influence, promises, and direct influence—are evaluated as predictors of vendor commitment fulfillment.

Table 1. Variable and Indicator

Variable & Definition	No	Indicator	Ref.
Vendor Development (VD): Vendor's perception of vendor development activities by the Company	VD1	The company provides clear technical knowledge related to the work in the contract	Wagner (2006); Ghijsen et al. (2010)
	VD2	The company has clearly explained the guidelines and rules for procurement of goods/services	
	VD3	The company organizes vendor factory/principal visits to help improve vendor performance	
	VD4	The company invites vendors to the site to raise awareness of how their products are used	
	VD5	The company often provides training/education to vendors	

Variable & Definition	No	Indicator	Ref.
	VD6	The company offers vendors the opportunity to conduct trials at the company's site	
	VD7	The company frequently collaborates with vendors to develop new products or technology	
Vendor Capabilities (VC): Vendor's perception of their capabilities in fulfilling contracts with the Company	VC1	Vendors always ensure they have the technical ability to perform tasks according to the contract	Wibisono et al. (2016)
	VC2	Vendors always understand the company's needs, wants, and behavior	
	VC3	Vendors consistently have knowledge and experience in their core business	
	VC4	Vendors always align their business activities with the company's objectives	
	VC5	Vendors always have the capability to plan, execute, and control a project effectively	
	VC6	Vendors always have strong abilities in recruiting, managing, and directing vendor staff	
Vendor Satisfaction (VS): Vendor's perception in assessing their satisfaction with the business relationship with the Company	VS1	Vendors feel that the collaboration contract with the company is beneficial	(Benton & Maloni (2005); Ping (1997); Ghijsen et al. (2010))
	VS2	Vendors are satisfied with their transactions with the company	
	VS3	Vendors plan to continue their cooperation with the company	
	VS4	Vendors consider the company to be a good buyer to do business with	
Indirect Influence Strategy (IIS): Vendor's perception of the Company's indirect influence strategies, including information exchange and recommendations to influence vendor behavior	IIS1	The company provides vendors with its targets, indicating what vendors should do	Boyle et al. (1992); Payan et al. (2005); Ghijsen et al. (2010)
	IIS2	The company shares vendor competition information, indicating actions vendors need to take	
	IIS3	The company shares information about itself, explaining the purpose behind the shared information	
	IIS4	The company clarifies that following its recommendations will benefit the vendor	
	IIS5	The company outlines the logic and/or evidence to expect success in a	

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Variable & Definition	No	Indicator	Ref.
		project/program and the recommended actions	
Promises (P): Vendor's perception of promises made by the Company	P1	The company provides incentives for fulfilling contractual commitments	Boyle et al. (1992); Payan et al. (2005); Ghijsen et al. (2010)
	P2	The company promises rewards to vendors for good cooperation	
	P3	The company shows how it will appreciate vendor compliance	
Direct Influence Strategy (DIS): Vendor's perception of the Company's direct influence strategies, including requests, legal appeals, and threats to influence vendor behavior	DIS1	The company asks vendors to accept certain ideas by explaining the impacts on the vendor	Boyle et al. (1992); Payan et al. (2005); Ghijsen et al. (2010)
	DIS2	The company's contracts with vendors always mention rewards or sanctions	
	DIS3	The company's contracts with vendors imply any consequences of compliance or non-compliance	
	DIS4	The company always refers to contract clauses when attempting to influence vendors	
	DIS5	The company consistently reminds vendors of any obligations set out in the contract	
	DIS6	The company uses contract clauses as a tool to secure vendor agreement to its demands	
	DIS7	The company enforces sanctions and penalties firmly in cases of non-compliance	
Vendor Commitment Fulfillment (VCF): Vendor's perception of their commitment fulfillment to the Company	VCF1	Vendors desire a long-term relationship with the company	Maloni et al. (2000); Krause (1999); Ghijsen et al. (2010)
	VCF2	Vendors are committed to maintaining good relationships with the company	
	VCF3	Vendors trust the company as a partner	
	VCF4	Vendors always strive to fulfill the contractual commitments to the best of their abilities	

Source: Researcher

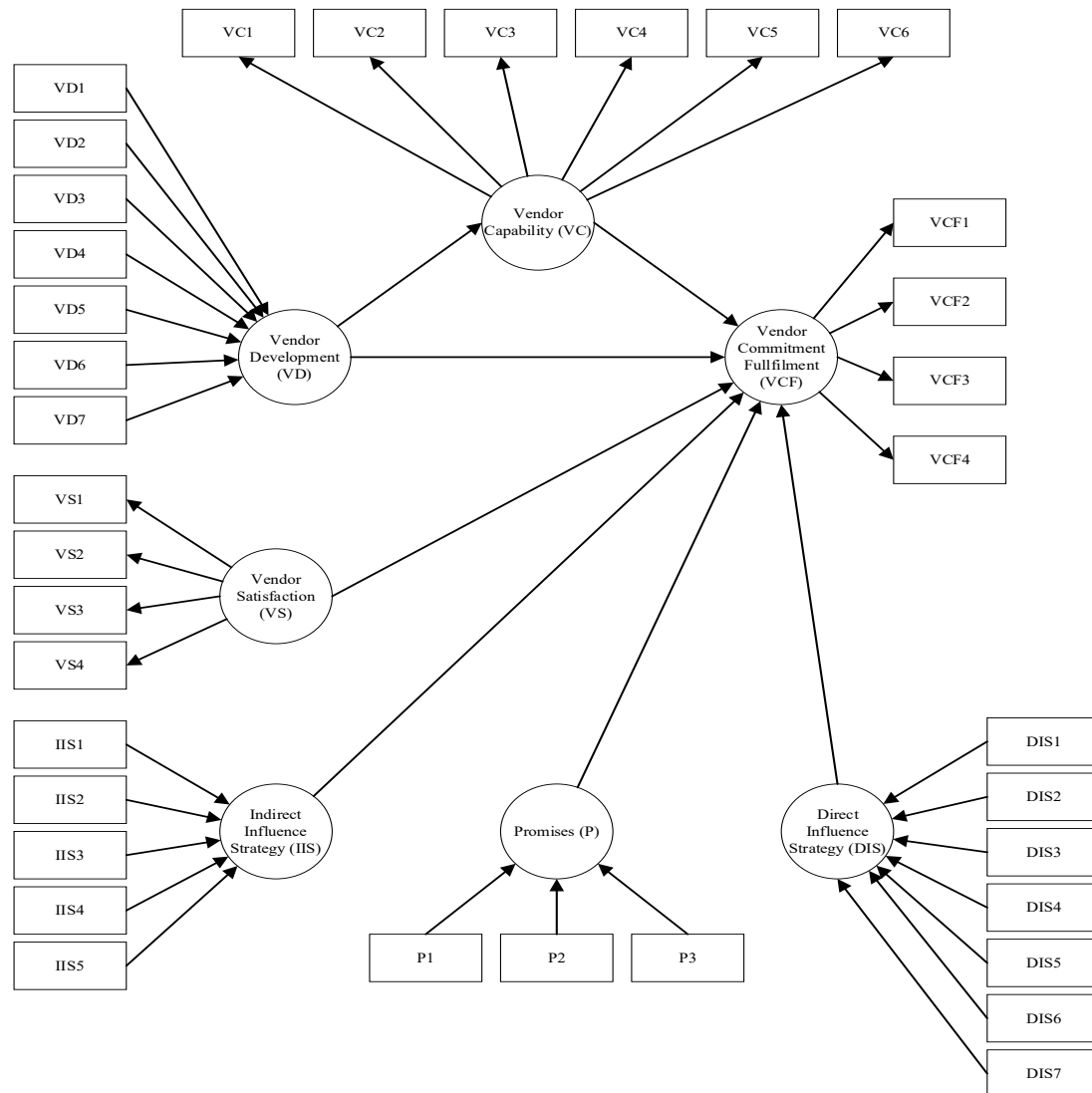


Figure 1. Conceptual Model

Source: Researcher

RESULTS AND DISCUSSION

The PLS-SEM testing was conducted using SmartPLS 4 software. The model created in SmartPLS 4 aligns with the previously developed conceptual model and hypotheses. This data processing consists of two stages. Stage 1 evaluates the measurement model (outer model), and Stage 2 evaluates the structural model (inner model). The detail of criteria and threshold is shown in Table 2 (Hair et al., 2019).

Table 2. Assessment of PLS-SEM models

	Criteria	Threshold
Stage 1: Evaluation of the measurement models		
<u>Reflective:</u>		
Convergent validity	Cronbach's alpha	>0.7
Composite reliability	CR	>0.7
Average variance extracted (AVE)	AVE	>0.5
Discriminant validity	HTMT	<0.9
<u>Formative:</u>		
Significance and relevance of the outer weights		
Variance Inflation factors	VIFs	<5
Stage 2: Evaluation of the structural model		
Significance & relevance of path coefficients	p-value & path coeff.	p-value <0.05 & T-statistics >1.96
Explanatory power of the model	R square	<0.19 unacceptable
Predictive relevance (PLSpredict)	Q square	>0

Note: HTMT = heterotrait-monotrait ratio of correlations

Source: Researcher

Stage 1: Evaluation of measurement models

a. Reflective indicator

In Table 3, it can be seen that all reflective indicators have a Composite Reliability value above 0.7 and a Cronbach's alpha value above 0.7, indicating that, overall, the reflective indicators measure their variables consistently/reliably. The AVE values can be seen in Table 3, which shows that all reflective variables have values above 0.5. For example, the Vendor Satisfaction variable has an AVE value of 0.831, meaning that the variation of all reflective indicators measuring the Vendor Satisfaction variable accounts for 83.1%. Table 3 shows that the outer loading values of each reflective indicator are above 0.7, indicating that the reflective indicators are valid for measuring their respective variables. Any change in the variable will be reflected in the variation of its indicators. For instance, the outer loading value of the VS1 indicator means that any change in the Vendor Satisfaction variable will be reflected in the variation of the VS1 indicator by $0.894 \times 0.894 = 79.92\%$. In Table 4, it can be seen that the HTMT values for all variables are below 0.9. This validity test indicates that the existing indicators and variables are valid and do not require adjustment.

Table 3. Reflective Measurement Model Result

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Vendor Capabilities (VC)	VC1	0.870	0.940	0.944	0.769
	VC2	0.900			
	VC3	0.876			
	VC4	0.853			
	VC5	0.877			
	VC6	0.884			
Vendor Satisfaction (VS)	VS1	0.894	0.932	0.941	0.831
	VS2	0.887			
	VS3	0.926			
	VS4	0.938			
Vendor Commitment Fulfillment (VCF)	VCF1	0.936	0.950	0.95	0.870
	VCF2	0.967			
	VCF3	0.897			
	VCF4	0.931			

Table 4. Discriminant validity (HTMT Results)

Source : Researcher

	VS	VC	VCF
VS	1		
VC	0.772	1	
VCF	0.770	0.722	1

Note: HTMT = Heterotrait-monotrait ratio of correlations, VS = Vendor Satisfaction, VC = Vendor Capabilities, VCF = Vendor Commitment Fulfillment

Source: Researcher

b. Formative indicator

In Table 5, it can be seen that out of the three indicators influencing the formation of the Promises variable, only one indicator, P3 (outer weight value 0.856), is significant with a P-value < 0.05. For the Vendor Development variable, only VD4 (outer weight value 0.547) is significant. For the DIS variable, two indicators are significant: DIS3 (outer weight value 0.418) and DIS5 (outer weight value 0.520). Meanwhile, for the IIS variable, none of the indicators have a significant value. Based on the examination of the outer loading values of formative indicators, as shown in Table 5, it is found that all outer loading values are above 0.50. Therefore, all formative indicators remain in the model, even if they are not significant. According to Table 5, all formative indicators have VIF values of less than 5, indicating that there is no multicollinearity among the measurement items.

Table 5. Formative Measurement Model Result

Variable	Indicator	Outer Weights	Outer Loadings	VIFs
Vendor Development (VD)	VD1	0.250	0.866	4.123
	VD2	0.341	0.811	3.376
	VD3	-0.276	0.662	4.080
	VD4	0.547	0.808	3.331
	VD5	0.032	0.719	4.129
	VD6	-0.126	0.747	4.098
	VD7	0.394	0.811	4.840
Indirect Influence Strategy (IIS)	IIS1	0.423	0.860	2.144
	IIS2	0.112	0.684	1.972
	IIS3	-0.195	0.816	4.300
	IIS4	0.286	0.889	3.822
	IIS5	0.498	0.934	4.573
Promises (P)	P1	0.065	0.576	1.623
	P2	0.161	0.728	2.002
	P3	0.856	0.987	1.664
Direct Influence Strategy (DIS)	DIS1	0.144	0.580	1.701
	DIS2	0.121	0.615	1.733
	DIS3	0.418	0.926	3.634
	DIS4	-0.133	0.619	2.375
	DIS5	0.520	0.926	3.578
	DIS6	-0.051	0.782	3.602
	DIS7	0.111	0.856	4.217

Source: Researcher

Stage 2: Evaluation of the structural model

According to Table 6, all formative indicators have VIF values of less than 5, indicating that there is no multicollinearity among the measurement items.

Table 6. VIF value of the structural model

	VIF
VS → VCF	3.078
VC → VCF	2.674
VD → VC	1.000
VD → VCF	2.970
DIS → VCF	3.282
IIS → VCF	2.182

Note: VIF = Variance Inflation Factor

Source: Researcher

The R-Square value measures the variance of each endogenous variable in the structural model. In the developed model, there are two endogenous variables: Vendor Capabilities and Vendor Commitment Fulfillment. In the conceptual model Figure 2, the Vendor Capabilities variable is influenced by the Vendor Development variable, while all exogenous variables influence Vendor Commitment Fulfillment. According to Figure 2, the Vendor Capabilities variable is influenced by the exogenous Vendor Development variable by 38.5%. The Vendor Commitment Fulfillment variable is influenced by all exogenous variables by 60.3%.

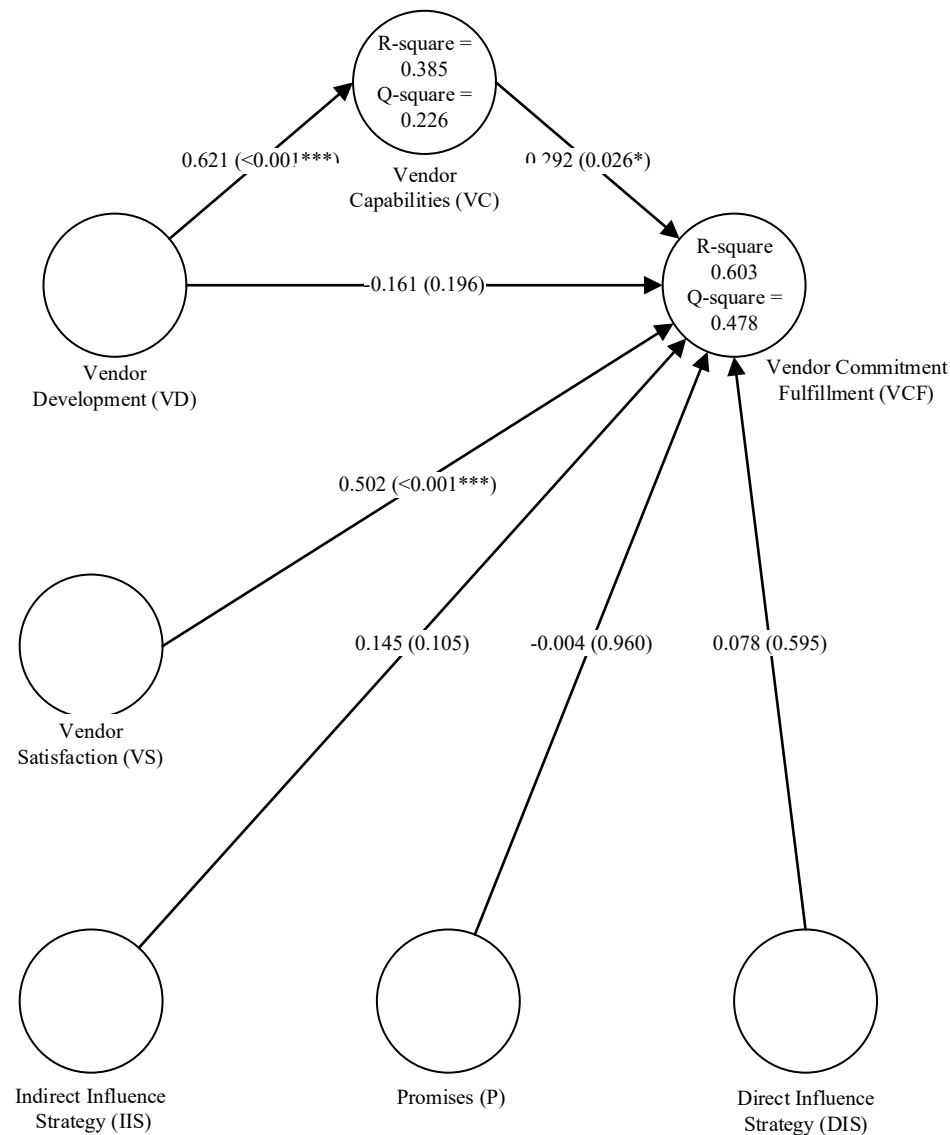


Figure 2. Path coefficients, R-square, Q-square values

Source: Researcher

Table 7 shows that the calculation results for H1 and H2 are supported. Vendor development has a positive and significant relationship ($T=8.373$, $p<0.001$) with vendor capability. Vendor capability has a positive and significant influence ($T=2.231$, $p<0.05$) on vendor commitment fulfillment. Vendor development has a negative and non-significant relationship ($T=1.292$) with Vendor Commitment Fulfillment therefore H3 is not supported. Support was found for H4 and H5. The inclusion of Vendor Capability as a mediator creates a positive and significant relationship ($T=1.967$, $p<0.05$) between vendor development and vendor commitment fulfillment. The vendor satisfaction variable also has a positive and significant influence ($T=3.674$, $p<0.001$) on the vendor commitment fulfillment variable. The Company's influence strategies, whether direct ($T=0.531$), indirect ($T=1.621$), or through promises ($T=0.05$), do not have a significant impact on vendor commitment fulfillment.

Table 7. Path Coefficients Analysis

Hypotheses	Original sample	T-statistics	P values	Conclusion
H1 VD → VC	0.621	8.373	<0.001***	supported
H2 VC → VCF	0.292	2.231	0.026*	supported
H3 VD → VCF	-0.161	1.292	0.196	not supported
H4 VD → VC → VCF	0.181	1.967	0.049*	supported
H5 VS → VCF	0.502	3.674	<0.001***	supported
H6 IIS → VCF	0.145	1.621	0.105	not supported
H7 P → VCF	-0.004	0.05	0.96	not supported
H8 DIS → VCF	0.078	0.531	0.595	not supported

Source: Researcher

Discussion

This study provides information based on the results for H1, H2, H3, and H4, it can be interpreted that in the upstream oil and gas industry in Indonesia, the vendor development activities carried out by the Company are related to the vendor's ability to fulfil its commitments to the Company, provided the vendor has sufficient capabilities. Without vendor capability, the development activities conducted by the Company have no impact on vendor commitment fulfillment. To enhance their commitment fulfillment to the Company, vendors must continuously improve their capabilities rather than relying solely on the development activities provided by the Company. The study conducted by Arroyo-López et al. (2012) concluded that vendor development activities in the manufacturing industry do not contribute to supplier performance improvement or supplier capability advancement. This discrepancy arises because, in the manufacturing industry, vendor development primarily focuses on cost efficiency, productivity, and standardized quality rather than vendor capabilities. In contrast, vendor development in the oil and gas industry emphasizes technical capabilities, reliability, regulatory compliance, high quality, and safety, which are crucial for the high-risk work environment in the oil and gas industry. In the study by Ghijssen et al. (2010), it was found that in the German automotive industry, vendor development, particularly in terms of financial and capital aspects, influences vendor commitment. This

approach also serves as a step toward establishing a long-term commitment between manufacturing companies and their vendors. In Indonesia's upstream oil and gas industry, direct financial and capital-related vendor development cannot be implemented due to government regulations regarding goods/services procurement in the upstream sector, where financial transactions between the Company and vendors occur only when a contract is in place and are paid according to the contract.

In terms of vendor satisfaction, this study shows that vendors who feel satisfied with the Company are also motivated to fulfill their commitments consistently. This is because vendors perceive the Company as a good business partner, where collaborating and transacting with the Company is beneficial and encourages them to maintain a long-term partnership. On the other hand, to enhance their satisfaction, vendors also need to improve coordination, interpersonal relationships, trust, and support toward the Company (Ganguly & Roy, 2021; Piechota et al., 2021).

Additionally, this study reveals that the Company's influence strategies towards vendors, such as providing information on the Company's targets for a project's success, as well as promises, threats, sanctions, penalties, and so forth, do not have a significant impact on vendor commitment fulfillment: vendor competition, beneficial recommendations for vendors, and descriptions of the Company's expectations.

CONCLUSION

This study demonstrates that in Indonesia's upstream oil and gas industry, vendor capabilities and satisfaction are key factors influencing vendor commitment fulfillment, with vendor development programs proving effective only when vendors actively enhance their own competencies—such as technical skills, personnel quality, and alignment with company objectives. The Company should therefore continue to support vendors through coaching and development initiatives, as satisfied vendors are more committed and view the Company as a valuable long-term partner, in line with social relationship theory. For future research, it is recommended to incorporate perspectives from both vendors and relevant Company functions, as well as to evaluate the effectiveness of the recommended strategies in practice.

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