

DETERMINATION OF CORPORATE IMAGE, BUYER-SUPPLIER RELATIONSHIP AND MARKETING COMMUNICATION ON SUPPLIER PERFORMANCE AND ITS IMPLICATIONS ON CUSTOMER TRUST IN BUMD DKI JAKARTA

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ABSTRACT

DKI Jakarta's BUMDs face significant challenges, including financial instability and declining customer trust, threatening their role in regional development. This study aims to analyze the direct and indirect effects of corporate image, buyer-supplier relationships, and marketing communication on supplier performance and customer trust. Using SEM analysis with data from 400 respondents, the research reveals that all three factors positively and significantly influence supplier performance and customer trust, both directly and indirectly, with supplier performance acting as a partial mediator. Key findings indicate that marketing communication has the strongest impact on supplier performance (path coefficient: 0.55), while supplier performance significantly enhances customer trust (path coefficient: 0.47). The study underscores the importance of holistic strategies to strengthen corporate image, supplier relationships, and communication to rebuild trust and operational efficiency in BUMDs. These findings contribute to the literature on public-sector supply chain management and offer practical implications for policymakers and BUMD leaders to foster sustainable development through improved stakeholder engagement.

Keywords: BUMD DKI Jakarta, Corporate Image, buyer-supplier relationship, marketing communication, Supplier performance, Customer Trust, SEM

INTRODUCTION

In recent years, especially since the global economic contraction occurred between 2019 and 2022, supply chains in various countries have experienced quite severe challenges. Not only in Indonesia but also in large companies in America and Europe. Global markets have fallen into turmoil, stock prices have fallen, and foreign capital investment has stalled, moreover, this condition has been exacerbated by the improper price war between Saudi Arabia and Russia (Siddiqui, 2020). In its development, countries around the world are trying to support socio-economic sustainability practices throughout the company's supply chain in order to be able to survive and compete and find new innovations. The development of an effective performance framework is needed to improve the continuity of sustainable supply chains. One of them is the (Pimenta et al., 2021) *supply chain network viability (SCV)* model in managing *buyer-supplier relationships* and improving the company's survival ability (Sharma, 2020).

In Indonesia, not only private companies but also government-owned companies also experience financial difficulties that have an impact on *supplier performance* and *customer trust*. DKI Jakarta BUMD as a company owned by the local government is expected to be able to explore the potential of the region to implement and continue the wheels of development (*Sustainability Development*), but nevertheless financial difficulties have made a number of DKI Jakarta BUMDs fall one by one. This also has an impact on *supplier performance* that is not optimal which in the next stage causes *customer trust* to decrease.

There are indications of extraordinary losses from DKI Jakarta BUMDs such as what happened to PT Jakarta Utilitas Propertindo (JUP) which was forced to be stopped because it did not make payments to the implementer (Mauliady, 2020). In addition, BPK recorded potential state losses of Rp. 861.94 billion from three BUMDs in DKI Jakarta, including overpayment of subsidies of Rp 415.9 billion to PT Transjakarta, budget irregularities of Rp. 341.9 billion in PT Jakpro projects, as well as irregularities in the implementation and payment of the GPON project of Rp 104.14 billion and other problems worth Rp 16.59 billion.

The results of the pre-survey conducted on 50 respondents can be seen that *the corporate image*, especially in the physical identity indicators, is still low, as well as the perception of *the Buyer-Supplier Relationship* is still low. Similar to the survey results in *Marketing Communication*, the presurvey results are still low in all indicators. A pre-survey was also conducted on *supplier performance* and *customer trust*, with the results stating that both are still low.

A good BUMD performance assessment can build consumer trust, which is the main goal in marketing. This trust is created when marketers deliver products or services in detail and according to the specifications advertised, for example through *e-commerce* (Jayanti et al., 2020). In addition, providing guarantees or post-purchase guarantees, such as exchanges or service of defective products, also increases the level of consumer confidence.

Based on the background that has been described, the purpose of this study is to determine the determination of factors that affect *customer trust* and *supplier performance* in DKI Jakarta BUMD either directly or indirectly. The main research contribution lies in empirically determining the factors—both direct and indirect—that shape customer trust and supplier performance within DKI Jakarta BUMD, offering actionable insights for management and enriching the academic discourse on trust and performance in public enterprises. The current study distinguishes itself from prior research by focusing on the integrated impact of corporate image, buyer-supplier relationships, and marketing communication on both supplier performance and customer trust within the unique context of DKI Jakarta's Regionally Owned Enterprises (BUMDs). While existing literature has explored these factors individually or in pairs (e.g., Paparoidamis et al., 2019; Mohan et al., 2021), this research uniquely examines their collective influence and introduces supplier performance as a mediating variable. Additionally, it addresses a gap in studies specific to public-sector enterprises in emerging economies, particularly Indonesia, where financial challenges and operational inefficiencies are prevalent (Siddiqui, 2020; Sharma et al., 2020). The use of Structural Equation Modeling (SEM) with a large sample size (400 respondents) further enhances the robustness of the findings, offering actionable insights for BUMD management to improve trust and performance simultaneously.

METHODOLOGY

This research was conducted in BUMD DKI Jakarta in the trade and industry sector group in DKI Jakarta with a sample of 400 respondents used. To analyze the influence of *corporate image*, *buyer-supplier relationship*, *marketing communication* on *supplier performance* and its implications on *customer trust* in BUMD DKI Jakarta which was carried out with SEM (*Structural Equation Model*) analysis.

RESULTS AND DISCUSSION

LISREL Assumption Test

Normality Test

The results of the normality test show that the data is uniformly distributed normally, so SEM analysis can be performed for the data.

Multicollinearity

Table 2. Multicollinearity

	SP	CT	CI	BS	MC
	1.00				
	0.49	1.00			
	0.43	0.64	1.00		
	0.47	0.67	0.49	1.00	
	0.47	0.39	0.39	0.43	1.00

Source: data processed (2024)

The results of the multicollinearity test showed the relationship between several variables: *Corporate Image* (CI), *Buyer-Supplier Relationship* (BS), *Marketing Communication* (MC), *Supplier Performance* (SP), and *Customer Trust* (CT). Based on the correlation coefficients presented, it can be seen that *Supplier Performance* (SP) has the highest positive correlation with *Customer Trust* (CT) (0.49), followed by *Buyer-Supplier Relationship* (BS) and *Customer Trust* (CT) (0.67). Although all correlations showed a significant correlation, some variables, such as *Marketing Communication* (MC) and *Customer Trust* (CT), showed a lower correlation (0.39).

Multicollinearity can be a problem if the independent variables in the model are too correlated with each other, which can affect the stability of the estimated coefficient. In this case, although there is a significant correlation between variables, the value of the correlation coefficient does not show a very high level of Multicollinearity. However, attention still needs to be paid, especially to variables that have a correlation close to one, such as CT and BS, to ensure that the model remains valid and that the interpretation of the results is unbiased. Therefore, further analysis may be needed to evaluate the impact of Multicollinearity in this model.

Goodness of Fit Model

The next stage in the Lisrel analysis is the Goodness of Fit Model test. This test is done to ensure that the data analyzed can show the true condition of the population.

Table 3. Goodness of fit model

Goodness of fit index	Cut of Value	Result	Model Evaluation
Absolut fit measure			
GFI	≥ 0.90	0,94	Good Fit
RMSEA	≤ 0.08	0,051	Good Fit
RMR	< 0.05	0.018	Good Fit
CMIN/DF	<2.00	1,812	Good Fit
Incremental Fi Measure			
AGFI	≥ 0.90	0.92	Good Fit
CFI	> 0.90	1.00	Good Fit
IFI	≥ 0.90	1.00	Good Fit
RFI	≥ 0.95	1.00	Good Fit
Persimonius Fit Measure			
PNFI	The bigger the better	0,86	Good Fit
PGFI	The bigger the better	0.92	Good Fit

Based on the goodness of fit index analysis, the results show that this model has several strengths and weaknesses. For the absolute fit measure, a Sig/Probability Chi2 value of 0.000 indicates that the model is not fit assumed, while a GFI of 0.94 indicates a good fit. However, RMSEA with a value of 0.051 shows a good fit because it is below the threshold of 0.08. CMIN/DF also showed good results with a value of 1.812, below the cut-off value of 2.00. In incremental fit measures, CFI showed good results with a value of 1.00 each, while AGFI of 0.92 was considered a good fit. An RFI with a value of 1.00 also indicates a good match. Finally, in the parsimonious fit measure, PNFI and PGFI had values of 0.86 and 0.92, respectively, which indicates good fit even though PGFI is lower than ideal values. Overall, although some indicators show marginal fit, good values on RMSEA, CFI, and IFI indicate that these models still have an adequate fit, although there is room for improvement, especially in GFI and RMR.

Direct Impact Test

The full model test of Standardize can be seen in the following image. The full model analysis can be described as follows:

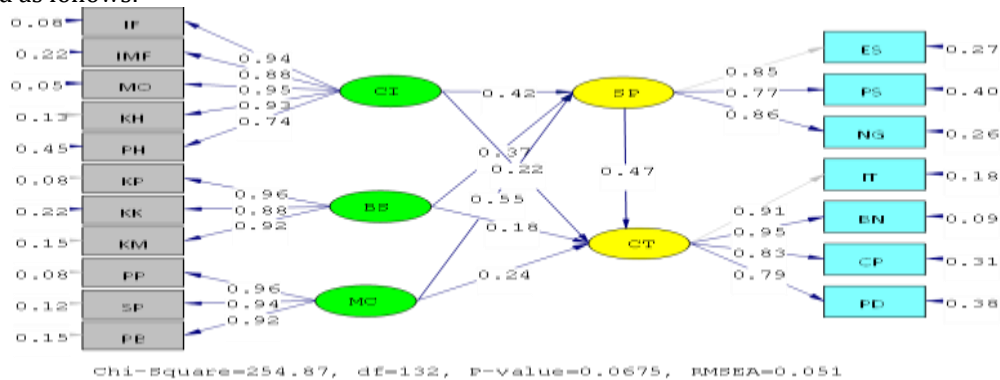


Figure 2 Full Model Standardize

Information:

CI = <i>A Portrait of a T</i>	KP = Trust	IT = Integrity
BS = <i>Buyer Supplier Relationship</i>	CD = Strength	BN = Benevolence
MC = <i>Marketing Communication</i>	MILES = Commitment	CP = Competency
SP = <i>Supplier Performance</i>	PP = Knowledge Changes	PD = Predictability
CT = <i>Customer Trust</i>	SP = Change Attitude	
IF = <i>Physical Identity</i>	PB = Change	
IMF = <i>Non-Physical Identity</i>	ICE = Supplier Evaluation	
MO = <i>Organizational Management</i>	PS = Supplier Development	
KH = <i>Quality of Results</i>	NG = Negotiation	
PH = <i>Relationship Patterns</i>	IT = Integrity	

Supplier Relationship, in addition to acting as an endogenous latent variable, is also an exogenous variable in the structural equation of *Customer Trust*. Therefore, *Supplier Performance* is referred to as an intermediate endogenous variable or a mediating variable in the formulated structural model. In the equation formed, *Supplier Performance* in BUMD DKI Jakarta is influenced by *Corporate Image* (X1), *Buyer Supplier Relationship* (X2) and *Marketing Communication* (X3) as exogenous latent variables, respectively. The three exogenous latent variables have a positive influence on the endogenous variables. This means that changes in the three exogenous latent variables affect changes in *Supplier Performance* and *Customer Trust* as endogenous latent variables in the same direction. The full model of the t-test looks as follows.

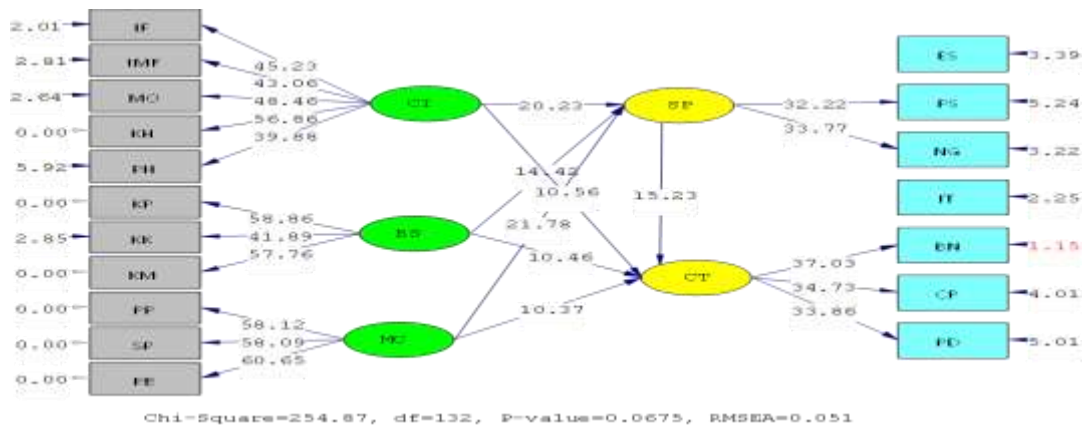


Figure 3 Full model of T test

Source: full model analysis results

Information:

CI = <i>A Portrait of a T</i>	KP = Belief	IT = Integrity
BS = <i>Buyer Supplier Relationship</i>	CD = Strength	BN = Benevolence
MC = <i>Marketing Communication</i>	MILES = Commitment	CP = Competency
SP = <i>Supplier Performance</i>	PP = Knowledge Changes	PD = Predictability
CT = <i>Customer Trust</i>	SP = Change Attitude	KH = Quality of Results
IF = <i>Physical Identity</i>	PB = Change	PH = Relationship Patterns
IMF = <i>Non-Physical Identity</i>	ICE = Supplier Evaluation	NG = Negotiation
MO = <i>Organizational Management</i>	PS = Supplier Development	IT = Integrity

Based on the *standardized full model* diagram above, the *full model* test t can be seen in the following figure:
Table 4 Direct Influence Test Results

Path	Path Coefficients	t count	Conclusion
CI --> SP	0.42	20.23	Significant Positives
BS --> SP	0.37	14.42	Significant Positives
MC --> SP	0.55	21.78	Significant Positives
SP --> CT	0.47	15.23	Significant Positives
CI --> CT	0.22	10.56	Significant Positives
BS --> CT	0.18	10.46	Significant Positives
MC --> CT	0.24	10.37	Significant Positives

Source: data processed (2024)

1. *Corporate Image (CI) on Supplier Performance (SP): Corporate Image* has a positive and significant influence on *Supplier Performance* in Jakarta BUMD, with a path coefficient of 0.42 and a calculated t-value of 20.23. This shows that the positive image of Jakarta BUMD, including its reputation and good perception in the community, contributes to improving supplier performance. With a good image, suppliers feel more motivated to provide high-quality services and products, thereby improving the overall performance of BUMDs.
2. *Buyer-Supplier Relationship (BS) on Supplier Performance (SP): The Buyer-Supplier Relationship* also showed a positive and significant influence on *Supplier Performance*, with a path coefficient of 0.37 and a calculated t-value of 14.42. A good relationship between Jakarta BUMD and suppliers creates more effective cooperation, more open communication, and greater trust. This has the potential to improve supplier performance, as they feel supported and valued in the partnership.
3. *Marketing Communication (MC) on Supplier Performance (SP): Marketing Communication* has the strongest positive and significant influence on *Supplier Performance*, with a path coefficient of 0.55 and a calculated t-value of 21.78. Good marketing communication helps suppliers better understand the needs and expectations of Jakarta BUMDs, so they can tailor their products and services to meet those expectations. This creates a win-win synergy for all parties.
4. *Supplier Performance (SP) on Customer Trust (CT): Supplier Performance* has a positive and significant effect on *Customer Trust* with a path coefficient of 0.47 and a calculated t-value of 15.23. Good performance from suppliers, such as timely delivery, product quality, and responsive customer service, contributes to increasing public trust in Jakarta BUMD. When people feel that they can rely on suppliers, they are more likely to build long-term relationships with BUMDs.
5. *Corporate Image (CI) on Customer Trust (CT): Corporate Image* also has a positive and significant influence on *Customer Trust* in Jakarta BUMD, with a path coefficient of 0.22 and a calculated t-value of 10.56. The positive image of BUMD not only affects public perception of the products and services offered, but also creates a sense of security and trust. When Jakarta BUMD has a good image, people feel more comfortable and confident to transact.
6. *Supplier Performance (SP) (dual path) on Customer Trust (CT): Supplier Performance* shows other positive and significant influences on *Customer Trust* with a path coefficient of 0.18 and a calculated t-value of 10.46. This reinforces that the consistent and satisfactory performance of suppliers not only increases public satisfaction, but also strengthens their trust in Jakarta BUMD as a whole. People who are satisfied with suppliers will be more likely to trust BUMDs.
7. *Marketing Communication (MC) on Customer Trust (CT): Marketing Communication* has a positive and significant effect on *Customer Trust* in Jakarta BUMD, with a path coefficient of 0.24 and a calculated t-value of 10.37. Transparent and informative marketing communication helps build public trust. When Jakarta BUMD is able to communicate values, products, and services clearly, people will feel more connected and trust in BUMD.

Overall, the results of the study show that *Corporate Image*, *Buyer-Supplier Relationship*, and *Marketing Communication* significantly affect *Supplier Performance* in Jakarta BUMD. In addition, *Supplier Performance* also has a positive impact on *Customer Trust*. Among these variables, *Marketing Communication* has the strongest influence on both supplier performance variables and public trust, showing that a good communication strategy is very important to build a solid relationship between Jakarta BUMD and all related parties.

Indirect Influence Test

Table 5 Indirect Influence Test Results

Path	Coefficient	t count	Conclusion
CI --> SP --> CT	0.20	12.56	Significant

BS --> SP --> CT	0.17	9.69	Significant
MC --> SP --> CT	0.26	11.91	Significant

Source : data processed (2024)

1. *Corporate Image (CI) on Customer Trust (CT) through Supplier Performance (SP):* The influence of *Corporate Image* on *Customer Trust* through *Supplier Performance* has a t-value of 12.56, which shows that this influence is significant. This means that while the positive image of Jakarta BUMDs can have an impact on public trust, their effectiveness depending on the performance of suppliers can bridge this relationship. This means that people can see a direct link between the company's image and their trust, even if the supplier is performing well. This indicates that BUMDs need to continue to strengthen the way they build the Company's image by building supplier performance to increase customer confidence so that dissatisfaction or doubts about the potential of suppliers by improving training programs, paying attention to feedback from customers and pricing strategies that include the added value that can be provided to customers.
2. *Buyer-Supplier Relationship (BS) to Customer Trust (CT) through Supplier Performance (SP):* *The Buyer-Supplier Relationship* shows a calculated t-value of 9.69 for an indirect influence on *Customer Trust* through *Supplier Performance* significant. This shows that a good relationship between Jakarta BUMDs and suppliers can contribute to supplier performance, the relationship can indirectly increase public trust. This indicates that the public wants more evidence or other indicators to trust the BUMD, and a good relationship with the supplier can build that trust.
3. *Marketing Communication (MC) on Customer Trust (CT) through Supplier Performance (SP):* *Marketing Communication* shows a calculated t-value of 11.91 for an indirect influence on *Customer Trust* through *Supplier Performance*. These results also show that the effect is significant. This indicates that good marketing communication is important to build public awareness and understanding of Jakarta BUMD, its impact on public trust is seen when measured through supplier performance. This suggests that a more direct and effective communication strategy can build customer trust, rather than relying on the performance of suppliers as intermediaries.

Overall, the results of the study show that *Corporate Image, Buyer-Supplier Relationship, and Marketing Communication* have a significant influence on *Customer Trust* when mediated by *Supplier Performance* in BUMD Jakarta. This indicates the need for a more direct and comprehensive approach to improving public trust, which depends on the performance of suppliers as mediators. Jakarta BUMD needs to explore other strategies to build stronger trust among the community.

Coefficient of Simultaneous Determination and Influence

Table 6 Coefficient of Determination

Endogenous Variable	Exogenous Variable	R2	F Calculate	Conclusion
SP	CI	0.91	22.25	Significant Simultaneous Influence
	BS			
	MC			
CT	SP	0.95	34.60	Significant Simultaneous Influence
	CI			
	BS			
	MC			

Source: data processed (2024)

A coefficient of determination (R^2) of 0.91 indicates that 91% of the variation in supplier performance can be explained by *Corporate Image, Buyer-Supplier Relationship, and Marketing Communication*. This means that there are still 8.6% of other factors affecting *Supplier Performance* that are not captured in this model. An F value of 22.25 indicates that the simultaneous influence of these three variables is significant. This shows that the combination of these three factors has a strong impact on improving supplier performance in Jakarta BUMD. A positive *corporate image* creates a good perception among suppliers, increasing their motivation to give their best. A good relationship between buyers and suppliers also improves collaboration and communication, which in turn improves performance. Additionally, effective marketing communication helps suppliers better understand BUMD expectations. With this significant influence, Jakarta BUMD needs to focus on strategies to improve these three aspects. Improvements in *Supplier Performance* will have a direct impact on operational efficiency and customer satisfaction. Finally,

a consistent focus on *Corporate Image*, *Buyer Supplier Relationship*, and *Marketing Communication* will contribute to the long-term success of BUMD Jakarta.

A determination coefficient (R^2) of 0.95 indicates that 95% of the variation in customer trust can be explained by *Supplier Performance*, *Corporate Image*, *Buyer-Supplier Relationship*, and *Marketing Communication*. Thus, this model shows that almost 95% of the factors that affect public trust have been identified. An F-value of 34.60 indicates that the simultaneous influence of the four variables on *Customer Trust* is significant. This shows that good supplier performance plays an important role in building public trust in Jakarta BUMD. A positive *corporate image* adds a sense of security for customers and increases their confidence. A solid relationship between buyers and suppliers creates stability that contributes to trust. On the other hand, transparent marketing communication also serves to educate the public about the values of BUMD. With the combination of all these factors, the public is more likely to trust Jakarta BUMD as a service provider. Increasing *Customer Trust* will contribute to customer loyalty and improving the reputation of BUMDs. Therefore, strategies to strengthen supplier performance and improve communication are crucial to creating greater trust among the public.

Hypothesis Testing

Next, statistical hypothesis tests submitted in the study were carried out. Based on Figure 3 above, which is a picture of the relationship between research variables, the results of estimation and significance testing results between latent variables and paths between latent variables are obtained. If the structural path has a t-value calculated > 1.96 , then the path coefficient parameter is declared significant, and if it is calculated < 1.96 , the coefficient of the path is declared insignificant. The following is a table of the description of the results of the hypothesis test:

Hypothesis 1: Corporate image affects Supplier Performance

The coefficient value for the influence of Corporate Image on Supplier Performance is 0.42 with a calculated t value of 20.23 greater than the t-value of table 1.96. Since the value of t is greater than the t of the table, it can be concluded that H_0 is rejected and H_1 is accepted. It can be interpreted that there is a significant influence of Corporate Image on Supplier Performance. The direction of the relationship between Corporate Image and Supplier Performance can be concluded to have a positive and significant influence. In other words, improving Corporate Image will be able to increase Supplier Performance. The structural equation of the influence of Corporate Image on Supplier Performance is $\eta_1 = 0.42 \cdot \zeta_1 + \zeta_1$. The coefficient value for γ_{11} is positive, which means that the Corporate Image (ζ_1) has a positive influence on Supplier Performance (η_1). So, hypothesis 1 is that there is a positive influence of Corporate Image on Supplier Performance is proven.

Hypothesis 2: Buyer-supplier Relationship affects Supplier Performance

The coefficient value for the influence of the Buyer-supplier Relationship on Supplier Performance is 0.37 with a calculated t value of 14.42 greater than the t-value of table 1.96. Since the value of t is greater than the t of the table, it can be concluded that H_0 is rejected and H_1 is accepted. It can be interpreted that there is a significant influence of the Buyer-supplier Relationship on Supplier Performance. The direction of the relationship between the Buyer-supplier Relationship and Supplier Performance can be concluded to have a positive and significant influence. In other words, improving the Buyer-supplier Relationship will be able to increase Supplier Performance. The structural equation of the influence of the Buyer-supplier Relationship on Supplier Performance is $\eta_1 = 0.37 \cdot \zeta_2 + \zeta_1$. The coefficient value for γ_{12} is positive, which means that the Buyer-supplier Relationship (ζ_2) has a positive influence on Supplier Performance (η_1). So, hypothesis 1 is that there is a positive influence of the Buyer-supplier Relationship on Supplier Performance is proven.

Hypothesis 3: Marketing Communication Affects Supplier Performance

The coefficient value for the influence of Marketing Communication on Supplier Performance is 0.55 with a calculated t value of 21.78 greater than the table t value of 1.96. Since the value of t is greater than the t of the table, it can be concluded that H_0 is rejected and H_1 is accepted. It can be interpreted that there is a significant influence on Marketing Communication on Supplier Performance. The direction of the relationship between Marketing Communication and Supplier Performance can be concluded to have a positive and significant influence. In other words, improving Marketing Communication will be able to increase Supplier Performance. The structural equation of the influence of Marketing Communication on Supplier Performance is $\eta_1 = 0.55 \cdot \zeta_3 + \zeta_1$.

The coefficient value for γ_{13} is positive which means that *Marketing Communication* (ζ_3) has a positive influence on *Supplier Performance* (η_1). So, hypothesis 3 is that there is a positive influence of *Marketing Communication* on *Supplier Performance* proven.

Hypothesis 4: Corporate Image, Buyer-supplier Relationship, and Marketing Communication have a joint effect on Supplier Performance

An F value of 22.25 indicates that the simultaneous influence of these three variables is significant. This shows that the combination of these three factors has a strong impact on improving supplier performance in Jakarta BUMD. The coefficient of all variables is positive, which means that *Corporate Image*, *Buyer-supplier Relationship*, and *Marketing Communication* together affect *Supplier Performance* (η_1).

Hypothesis 5: Corporate image affects Customer Trust

The coefficient value for the influence of *Corporate Image* on *Customer Trust* is 0.22 with a calculated t value of 10.56 greater than the t-value of table 1.96. Since the calculated value of t is greater than the t of the table, it can be concluded that H₀ is rejected and H₁ is accepted. It can be interpreted that there is a significant influence of *Corporate Image* on *Customer Trust*. The direction of the relationship between *Corporate Image* and *Customer Trust* can be concluded to have a positive and significant influence. In other words, improving the *Corporate Image* will be able to increase *Customer Trust*. The structural equation of the influence of *Corporate Image* on *Customer Trust* is $\eta_2 = 0.22 \cdot \zeta_1 + \zeta_2$

The coefficient sign for γ_{21} is positive which means that *the Corporate Image* (ζ_1) has a positive influence on *Customer Trust* (η_2). So, hypothesis 5, namely that there is a positive influence of *Corporate Image* (ζ_1) on *Customer Trust* (η_2) is proven.

Hypothesis 6: Buyer-supplier Relationship affects Customer Trust

The coefficient value for the influence of *the Buyer-supplier Relationship* on *Customer Trust* is 0.18 with a calculated t value of 10.46 greater than the table t value of 1.96. Since the calculated value of t is greater than the t of the table, it can be concluded that H₀ is rejected and H₁ is accepted. It can be interpreted that there is a significant influence of *the Buyer-supplier Relationship* on *Customer Trust*. The direction of *the Buyer-supplier Relationship* to *Customer Trust* can be concluded to have a positive and significant influence. In other words, improving the *Buyer-supplier Relationship* will be able to increase *Customer Trust*. The structural equation of the influence of *the Buyer-supplier Relationship* on *Customer Trust* is $\eta_2 = 0.18 \cdot \zeta_2 + \zeta_2$

The coefficient sign for γ_{22} is positive, which means that *the Buyer-supplier Relationship* (ζ_2) has a positive influence on *Customer Trust* (η_2). So, hypothesis 6 that there is a positive influence of *the Buyer-supplier Relationship* (ζ_2) on *Customer Trust* (η_2) is proven.

Hypothesis 7: Marketing Communication Affects Customer Trust

The coefficient value for the influence of *Marketing Communication* on *Customer Trust* is 0.24 with a calculated t value of 10.37 greater than the t-value of table 1.96. Since the value of t is greater than the t of the table, it can be concluded that H₀ is rejected and H₁ is accepted. It can be interpreted that *Marketing Communication* has a significant influence on *Customer Trust*.

The direction of *the relationship between Marketing Communication* and *Customer Trust* can be concluded to have a positive and significant influence. In other words, improving *Marketing Communication* will be able to increase *Customer Trust*. The structural equation of *the influence of the Buyer-supplier Relationship* on *Customer Trust* is $\eta_2 = 0.24 \cdot \zeta_3 + \zeta_2$

The coefficient sign for γ_{23} is positive, which means *Marketing Communication* (ζ_3) has a positive influence on *Customer Trust* (η_2). So, hypothesis 7, namely that there is a positive influence of *Marketing Communication* (ζ_3) on *Customer Trust* (η_2) is proven.

Hypothesis 8: Supplier Performance Affects Customer Trust

The coefficient value for the influence of *Supplier Performance* on *Customer Trust* is 0.47 with a calculated t value of 15.23 greater than the table t-value of 1.96. Since the calculated value of t is greater than the t of the table, it can be concluded that H₀ is rejected and H₁ is accepted. It can be interpreted that there is a significant influence of *Supplier Performance* on *Customer Trust*. The direction of *the relationship between Supplier Performance* and *Customer Trust* can be concluded to have a positive and significant influence. In other words, an increase in *Supplier Performance* will be able to increase *Customer Trust*. The structural equation of the influence of *Supplier Performance* on *Customer Trust* is $\eta_2 = 0.47 \eta_1 + \zeta_2$

The coefficient sign for β_{12} is positive which means *Supplier Performance* (η_1) has a positive influence on *Customer Trust* (η_2). So that hypothesis 8, namely that there is a positive influence of *Supplier Performance* (η_1) on *Customer Trust* (η_2) is proven.

Hypothesis 9: Supplier Performance, Corporate Image, Buyer-supplier Relationship, and Marketing Communication have a combined effect on Customer Trust.

$H_0: \beta_{14} = 0$, No influence *Corporate Image, Buyer-supplier Relationship, and Marketing Communication* together against *Customer Trust* (η_2)

$H_1: \beta_{14} \neq 0$, There is an influence *Corporate Image, Buyer-supplier Relationship, and Marketing Communication* together against *Customer Trust* (η_2)

The structural equation of the influence of the variable is $\eta_2 = 0.47. \eta_2 + 0.22. \gamma_{11} + 0.18. \gamma_{12} + 0.24. \gamma_{13}$

The expected coefficient sign for η_2 is positive, which means that *Corporate Image, Buyer-supplier Relationship, and Marketing Communication* together affect *Customer Trust*. An F value of 33.60 indicates that the simultaneous influence of the four variables on *Customer Trust* is significant. This shows that good supplier performance plays an important role in building public trust in Jakarta BUMD. A positive *corporate image* adds a sense of security for customers and increases their confidence.

Hypothesis 10: There is an indirect influence of corporate image on customer trust through supplier performance

The results of the analysis showed that *Corporate Image* (CI) on *Customer Trust* (CT) through *Supplier Performance* (SP): The influence of *Corporate Image* on *Customer Trust* through *Supplier Performance* had a T value of 12.56, which shows that this influence is significant. This means that while the positive image of Jakarta BUMDs can have an impact on public trust, their effectiveness depending on the performance of suppliers can bridge this relationship. This means that people can see a direct link between the company's image and their trust, even if the supplier is performing well. The direct influence of *Corporate Image* (CI) on *Customer Trust* (CT) is greater than the indirect influence of *Corporate Image* (CI) on *Customer Trust* (CT) through *Supplier Performance* (SP). This proves that *Supplier Performance* (SP) is a *partial mediating variable*.

Hypothesis 11: There is an indirect influence of buyer-supplier relationship on customer trust through supplier performance in BUMD DKI Jakarta (η_2)

The results of the 11th hypothesis test show the influence of *Buyer-Supplier Relationship* (BS) on *Customer Trust* (CT) through *Supplier Performance* (SP): *The Buyer-Supplier Relationship* shows a T value of 9.69 for the indirect influence on *Customer Trust* through *Supplier Performance* significant. This shows that a good relationship between Jakarta BUMDs and suppliers can contribute to supplier performance, the relationship can indirectly increase public trust. This indicates that the public wants more evidence or other indicators to trust the BUMD, and a good relationship with the supplier can build that trust. The coefficient of direct influence of *Buyer-Supplier Relationship* (BS) on *Customer Trust* (CT) is greater than the amount of the indirect influence coefficient of *Buyer-Supplier Relationship* (BS) on *Customer Trust* (CT) through *Supplier Performance* (SP). This proves that *Supplier Performance* (SP) is a *partial mediating variable*.

Hypothesis 12: There is an indirect influence of marketing communication on customer trust through supplier performance in BUMD DKI Jakarta (η_2)

The result of the 11th hypothesis is *Marketing Communication* (MC) on *Customer Trust* (CT) through *Supplier Performance* (SP): *Marketing Communication* shows a T value of 11.91 for an indirect influence on *Customer Trust* through *Supplier Performance*. These results also show that the effect is significant. This indicates that good marketing communication is important to build public awareness and understanding of Jakarta BUMD, its impact on public trust is seen when measured through supplier performance. This suggests that a more direct and effective communication strategy can build customer trust, rather than relying on the performance of suppliers as intermediaries. The coefficient of direct influence of *Marketing Communication* (MC) on *Customer Trust* (CT) is greater than the coefficient of indirect influence of *Supplier Marketing Communication* (MC) on *Customer Trust* (CT) through *Supplier Performance* (SP). This proves that *Supplier Performance* (SP) is a *partial mediating variable*.

The Influence of Corporate Image on Supplier Performance in DKI Jakarta BUMDs

The results of this study have a significant influence on *corporate image* on *supplier performance*, this means that the higher *the corporate image*, the higher *the supplier performance*, and vice versa, the lower

the corporate image, the lower *the supplier performance* (Martínez-Navarro & Sellers-Rubio, 2024). The results of this study show that *corporate image* is one of the factors that significantly affect *supplier performance*. This means that efforts to improve *supplier performance* can be done through improving *corporate image* (Raddats et al., 2024).

The relationship between *corporate image* and *supplier performance* is contained in Agency Theory which describes the relationship between the principal (in this case BUMD as a company) and the agent (supplier) who provides goods or services. A good corporate image can serve as a control mechanism, where suppliers are more motivated to work within the company's expectations due to the company's reputation and influence on the broader business environment. In the context of DKI Jakarta BUMD, a good (Silvestri et al., 2024) *corporate image* can strengthen the relationship of trust between the company and suppliers, so that suppliers are more motivated to provide higher performance in order to maintain relationships with reputable companies. (Meeting) et al., 2024)

The results of this study mean that it is in line with the theory. In addition, the theory of Corporate Reputation highlights that *corporate image* and company reputation are important factors in building trust and long-term relationships with suppliers. According to this theory, companies with a good image tend to be seen as more reliable and credible by suppliers. As a result, suppliers are more likely to deliver good performance, including providing high-quality and timely products or services. In the context of DKI Jakarta BUMD, a positive company image can increase supplier perception of the reliability of BUMDs in carrying out contracts, which in turn can positively affect (Gazi et al., 2024) *supplier performance*. The results of this study are also in line with the *theory of the Resource-Based View* According to RBV, a company's competitive advantage is largely determined by unique and hard-to-replicate resources, including the company's reputation and image. A positive company image can be considered a strategic asset that influences how suppliers perceive the company and are willing to invest in business relationships. In the context of BUMDs, a good corporate image can help BUMDs attract and retain high-performing suppliers, which in turn improves supplier performance. (Shamsuzzoha & Fontell, 2024)

The Influence of Buyer-Supplier Relationship on Supplier Performance in BUMD DKI Jakarta

The results of this study have a significant influence of *buyer-supplier relationship* on *supplier performance*, this means that the higher *the buyer-supplier relationship*, the higher *the supplier performance*, and vice versa, the more *the buyer-supplier relationship* decreases, the lower *the supplier performance* (Banka et al., 2024). The results of this study show that *the buyer-supplier relationship* is one of the factors that significantly affects *supplier performance*. This means that efforts to improve *supplier performance* can be done through improving *buyer-supplier relationships* (Javanmardi et al., 2024).

The relationship between *buyer-supplier relationship* and *supplier performance* is found in the theory of Resource Dependence, which states that organizations are interdependent on external resources, including suppliers. In the context of DKI Jakarta BUMD, when (Xu) et al., 2024) *the buyer-supplier relationship* is managed properly, buyers (BUMDs) and suppliers can work collaboratively to meet resource needs efficiently. Good relationships allow suppliers to tailor better their services, thereby improving the performance of suppliers in providing the required resources in a timely and quality manner. The results of this study mean that it is in line with the theory. In addition, Social Network theory emphasizes that the relationships built between buyers and suppliers can form mutually beneficial social networks. (W. Chen et al., 2024) (Marvi et al., 2024)

In BUMD, by building strong relationships and mutual trust, suppliers will be more committed to the quality and accuracy of services. A good social network also facilitates a smoother exchange of information and allows for faster problem solving, which directly impacts supplier performance. The results of this study are also in line with the theory of Collaboration and Trust, suggesting that collaboration and trust between buyers and suppliers play an important role in improving supplier performance. Strong collaboration allows both parties to share knowledge, skills, and resources. In the context of BUMDs, trust-based relationships with suppliers can increase supplier motivation to provide the best service, improve product or service quality, and minimize the risk of delays or quality issues. (Fosu et al., 2024) (Javaid et al., 2024)

The Influence of Marketing Communication on Supplier Performance in BUMD DKI Jakarta

The results of this study have a significant influence of *marketing communication* on *supplier performance*, this means that the higher *the marketing communication*, the higher *the supplier performance*, and vice versa, the more *marketing communication* decreases, the lower *the supplier performance* (Annosi et al., 2024). The results of this study show that *marketing communication* is one of the factors that

significantly affect *supplier performance*. This means that efforts to improve *supplier performance* can be done through improving *marketing communication* (Liu et al., 2024).

The relationship between *marketing communication* and *supplier performance* is contained in the theory of Relationship which explains that effective communication between buyers and suppliers can strengthen relationships and improve performance. Clear and open communication helps in building trust and understanding each party's needs, which can ultimately have a positive impact on supplier performance. The results of this study mean that it is in line with the theory. In addition, Resource theory focuses on how resources, including information and communication, affect an organization's competitive advantage. In this context, a good marketing communication strategy can be an important resource that improves supplier performance by strengthening collaboration and innovation. The results of this study are also in line with the theory of Supplier Performance, that effective communication is one of the key factors in assessing and improving supplier performance. Research by Ryu et al. (2018) revealed that good marketing communication can improve supplier responsiveness and efficiency, which contributes to the overall performance of BUMDs. (Abane et al., 2024) (Luo & Xu, 2024) (Kazemi & Soltani, 2024)

Marketing communication has a positive and significant effect on *supplier performance* (Bag et al., 2024). The relationship between marketing communication and supplier performance in DKI Jakarta BUMD is very important to understand. Effective marketing communication includes delivering clear and transparent information about the company's needs and expectations to suppliers. This can strengthen the relationship between the two parties, increase trust, and encourage better collaboration. (Xue et al., 2024)

The Influence of Corporate Image, Buyer-Supplier Relationship and Marketing Communication on Supplier Performance in BUMD DKI Jakarta

A study on the influence of *corporate image*, *buyer-supplier relationship*, and *marketing communication* on *supplier performance* in Regionally Owned Enterprises (BUMD) of DKI Jakarta shows a close relationship between these factors and supplier performance. (Fosu et al., 2024) *Corporate image* is a perception formed through the company's reputation, ethics, and service quality. When DKI Jakarta BUMD has a positive corporate image, this can create trust among suppliers. A good image helps in building long-term relationships with suppliers, increases their loyalty, and has an impact on improving supplier performance. (Javaid et al., 2024)

Marketing communication plays a key role in coordinating expectations between BUMDs and their suppliers. Effective marketing communication provides suppliers with important information about quality standards, delivery schedules, and specific procedures to be followed. Duncan (2002) in his research mentioned that good marketing communication facilitates coordination and reduces the potential for errors in product delivery. In DKI Jakarta BUMD, structured marketing communication can help suppliers tailor their products and services according to the specific needs of local governments, ultimately contributing to superior performance in meeting time and quality targets.

The Influence of Corporate Image on Customer Trust in DKI Jakarta BUMD

The results of this study have a significant influence on *corporate image* on *customer trust*, this means that the higher *the corporate image*, the higher *the customer trust*, and vice versa, the lower *the corporate image*, the lower *customer trust* (Boiral et al., 2024). The results of this study show that *corporate image* is one of the factors that significantly affects *customer trust*. This means that efforts to increase *customer trust* can be done through improving *corporate image* (Martínez-Navarro & Sellers-Rubio, 2024).

The influence of *corporate image* on *customer trust* has been widely studied in recent years, especially in the context of public organizations such as BUMD in DKI Jakarta. According to Hadianto's (2020) research, a positive company image directly affects customer trust, especially because customers are more likely to trust companies that have a good reputation and show transparency in their services. In the DKI Jakarta BUMD environment, a good image is very important to convince customers that the services provided have high quality and safety standards. This factor drives customer trust because they feel confident that BUMDs are not only pursuing profits but also have a commitment to social responsibility and reliable public service. (Raddats et al., 2024) (Silvestri et al., 2024)

The Influence of Buyer-Supplier Relationship on Customer Trust in DKI Jakarta BUMD

The results of this study have a significant influence of *buyer-supplier relationship* on *customer trust*, this means that the higher *the buyer-supplier relationship*, the higher *the customer trust*, and vice versa, the more *the buyer-supplier relationship* decreases, the more *customer trust* (Squirt, 2024) decreases. The results of this study show that *the buyer-supplier relationship* is one of the factors that significantly affects

customer trust. This means that efforts to increase *customer trust* can be done through increasing *buyer-supplier relationships* (Behera et al., 2024).

The relationship between *buyer-supplier relationship* and *customer trust* is found in the theory of Social Exchange which focuses on how the relationship between buyer and supplier is influenced by mutual trust and the benefits derived from that interaction. In DKI Jakarta BUMD, if the relationship with suppliers is based on trust and collaboration, this can create a conducive atmosphere to increase customer trust, because customers will feel a positive impact from the quality and consistency of the products produced. The results of this study mean that it is in line with the theory. On the other hand, Trust theory highlights that trust is a key element in business relationships. A strong and trusting relationship between BUMDs and suppliers can create added value for customers. If the supplier can meet the expectations of the BUMD well, then the BUMD can provide better service to the customer, which ultimately increases *customer trust* (Puma-Flores & Rosa-Díaz, 2024) (Haleem et al., 2024) *customer trust* (Anastasiou et al., 2024). The results of this study are also in line with the theory of Service Quality, stating that high service quality will contribute to customer satisfaction and trust. A good relationship between BUMDs and suppliers will ensure that the products and services offered have high quality standards, which is an important factor in building customer trust. (Türkeş et al., 2024)

The Influence of Marketing Communication on Customer Trust in BUMD DKI Jakarta

The results of this study have a significant influence of *marketing communication* on *customer trust*, this means that the higher *the marketing communication*, the higher *the customer trust*, and vice versa, the lower *the marketing communication*, the lower *the customer trust* (Marvi et al., 2024). The results of this study show that *marketing communication* is one of the factors that significantly affect *customer trust*. This means that efforts to increase *customer trust* can be done through improving *marketing communication* (Fosu et al., 2024).

Marketing communication plays a vital role in building *customer trust* in Regionally Owned Enterprises (BUMD) DKI Jakarta. Research conducted by Pratama and Ningsih (2020) shows that effective marketing communication creates a positive perception in the eyes of customers through clear, transparent, and consistent information. BUMDs, as public service providers, need a communication strategy that is able to convey the value and quality of their services to the public in a transparent manner. When customers get clear information about products or services from BUMDs, this increases their trust, because the information received is in accordance with their expectations and needs. (Javaid et al., 2024)

The Influence of Supplier Performance on Customer Trust in BUMD DKI Jakarta

The results of this study have a significant influence on *supplier performance* on *customer trust*, this means that the higher *the supplier performance*, the higher *the customer trust*, and vice versa, the lower *the supplier performance*, the lower *customer trust*. The results of this study show that *supplier performance* is one of the factors that significantly affect *customer trust*. This means that efforts to increase *customer trust* can be made through improving *supplier performance* (Zangara et al., 2024).

Supplier performance has a significant influence on *customer trust* in Regionally Owned Enterprises (BUMD) in DKI Jakarta. Research conducted by Santoso and Wibisono (2020) revealed that consistent and reliable supplier performance increases customer trust because they feel that the products or services they receive always meet the expected quality standards. BUMD is highly dependent on suppliers to provide raw materials or supporting services with maintained quality. When suppliers can maintain these qualities, customers feel more confident in BUMD because the reliability of the supplier reflects BUMD's commitment to providing quality services. (Zheng et al., 2024)

The Influence of Corporate Image, Buyer-Supplier Relationship, Marketing Communication and Supplier Performance Together on Customer Trust in BUMD DKI Jakarta

The influence of *corporate image*, *buyer-supplier relationship*, and *marketing communication* on *supplier performance* in BUMD DKI Jakarta is very significant in building *customer trust*. A positive *corporate image* contributes to creating a good perception among customers, which in turn increases their trust in the products and services offered. Research shows that when a company has a strong and good image, it increases customer loyalty and influences their purchasing decisions. (Annosi et al., 2024)

In the context of DKI Jakarta BUMD, good *corporate image* management, harmonious relationships with suppliers, and effective marketing communication strategies are essential to build *customer trust*. This customer trust not only impacts their satisfaction, but also on loyalty and future purchasing decisions. Therefore, DKI Jakarta BUMD needs to implement the right strategy to optimize these three aspects in order

to improve supplier performance and build customer trust in a sustainable manner. (Xue et al., 2024) (Heunis et al., 2024)

The Indirect Influence of Corporate Image on Customer Trust Through Supplier Performance in BUMD DKI Jakarta

The results of this study show that there is a significant influence of *corporate image* on *customer trust* through *supplier performance*. This means that *supplier performance* can mediate the indirect influence of *corporate image* on *customer trust*.

The indirect influence of *corporate image* on *customer trust* through *supplier performance* is an important factor in creating customer trust in Regionally Owned Enterprises (BUMD) of DKI Jakarta. Studies by Putri and Hartono (2021) show that a good corporate image increases the quality standards expected of suppliers, which in turn has a positive impact on supplier performance. When a BUMD has a strong image as a company committed to quality, suppliers tend to be more motivated to provide the best service, as they want to maintain cooperation with a reputable company. As a result, the better performance of these suppliers creates higher trust from customers, as they see BUMDs consistently able to deliver high-quality services. (Puma-Flores & Rosa-Díaz, 2024)

The Indirect Influence of Buyer-Supplier Relationship on Customer Trust Through Supplier Performance in BUMD DKI Jakarta

The results of this study have a significant influence on *buyer-supplier relationship* indirectly on *customer trust* through *supplier performance*. This means that *supplier performance* can mediate the indirect influence of *buyer-supplier relationships* on *customer trust*.

The relationship between *buyer-supplier relationships* and *customer trust* through *supplier performance* is contained in the theory of trust stating that trust is a key element in business relationships. In the context of a buyer-supplier relationship, trust between the two parties can affect the performance of the supplier. If buyers trust the supplier, they are more likely to invest in the relationship, which can improve performance. Customer trust will also increase if they know that the company is working with a well-performing supplier. The results of this study mean that it is in line with the theory. In addition, the Supply Chain Performance theory emphasizes the importance of supplier performance in the supply chain and how this affects relationships with buyers and customer trust. Good supplier performance, such as on-time delivery and product quality, strengthens relationships and builds customer trust in the company. The results of this study are also in line with the theory of Relational Value which focuses on the value generated from a good relationship between buyers and suppliers. When these relationships are well managed, not only the performance of the supplier is improved, but also the customer's trust in the company, as they feel that the company has a reliable network of suppliers. (Javanmardi et al., 2024) (Xu et al., 2024) (W. Chen et al., 2024)

The Indirect Influence of Marketing Communication on Customer Trust Through Supplier Performance in BUMD DKI Jakarta

The results of this study have a significant influence on *marketing communication* on *customer trust* through *supplier performance*. This means that *supplier performance* can mediate the indirect influence of *marketing communication* on *customer trust*. (Sairanen et al., 2024) The indirect influence of *marketing communication* on *customer trust* through *supplier performance* has an important role in building customer trust in Regionally Owned Enterprises (BUMD) of DKI Jakarta. Good marketing communication not only conveys information to customers but also sets high expectations for suppliers to meet the service and quality standards promised by BUMDs. Research by Pratama and Lestari (2021) shows that effective marketing communication creates the perception that BUMD is a professional and trusted organization. Suppliers who work with BUMDs who have good marketing communication tend to be more responsible in meeting standards, as they recognize the importance of maintaining a BUMD's reputation in the eyes of the public. (Aziz Khan et al., 2024)

The results of this study are in line with the results of the following ten studies that show the influence of *marketing communication* on *customer trust* mediated by *supplier performance*, especially in the context of DKI Jakarta BUMD or relevant sectors. Research by Rahmat et al. (2020) found that effective marketing communication contributes to increased customer trust through good supplier performance. In addition, a study by Wulandari and Sari (2019) shows that communicative and transparent marketing increases customer trust by emphasizing supplier reliability. Research by Setiawan et al. (2021) identified that the quality of marketing communication has a positive effect on customer trust and is influenced by supplier

performance. Furthermore, research by Prasetyo and Jati (2019) confirms that informative marketing can strengthen customer trust through responsive suppliers. The results of research by Siti and Ramadhan (2022) also support that effective communication increases customer trust through the quality of supplier performance. Research by Fitria and Santoso (2021) emphasizes the importance of marketing communication in building customer trust, with the performance of suppliers as mediators. A study by Lestari et al. (2020) shows that good marketing communication contributes to higher supplier performance, which in turn increases customer trust. In addition, research by Nugroho (2023) found that good marketing is associated with improved supplier performance and customer trust. Finally, research by Dewi et al. (2022) concluded that the right marketing communication strategy can increase customer trust through better relationships with suppliers. All of these studies show the relationship between these elements in the context of DKI Jakarta BUMD or related sectors.

CONCLUSIONS

The study concludes that corporate image, buyer-supplier relationships, and marketing communication each have positive and significant direct effects on both supplier performance and customer trust in DKI Jakarta BUMD. These factors also collectively influence both outcomes, with supplier performance acting as a mediating variable that indirectly links corporate image, buyer-supplier relationships, and marketing communication to customer trust. Specifically, stronger corporate image, relationship quality, and communication correlate with higher supplier performance and customer trust, while deficiencies in these areas reduce both outcomes. For future research, investigating how digital transformation (e.g., AI-driven communication tools or blockchain-based supplier networks) moderates these relationships could provide timely insights into optimizing BUMD operations in increasingly digital economies.

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