

The Effects of Sales Representatives on Customer Satisfaction in Logistics Service Industry

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Abstract

Logistics Service Providers (LSP) are companies that provide services as transportation, warehousing, handling, circulation and processing, delivery and information technology to other companies. Their industry has experienced an exponential growth worldwide, challenging their management to deliver solid value propositions to increasingly demanding customers, this is a task usually delivered by sales representatives, as they are the link between the customers and the company. Nicaragua has been chosen to be the place of study of this paper is because there is no similar study in the country that could provide important information about LSPs, thus it is inferred that their sales strategies are empirical, with a poor knowledge of their customer behavior and their decision making process.

This study focuses on investigate the impact of: sales representative trust, commitment to the sales representative, sales representative's consultative selling behavior and relational selling behavior in a customer's satisfaction. The data recollection was made by applying 200 questionnaires distributed to LSP's customers in Nicaragua, this information was later analyze with SPSS and AMOS.

The results of this thesis demonstrate a positive relationship between the 4 independent variables: customer trust, customer commitment, consultative selling behavior and relational selling behavior with the dependent variable customer satisfaction.

Keywords: sales representatives, customer satisfaction, logistics service industry

1. Introduction

Logistics industry is a sector that delivers services such as transportation, warehousing, handling, circulation and processing, delivery and information technology. Following the developing economies increase in global trade activities, a significant growth in trade related agreements, relevant investments in global logistics infrastructure and continuous innovation in information technology and transportation sector are some of the most important factors that are responsible for the growth of global logistics market. According to Statistics MRC (2017), in 2016 the Global Connected Logistics Market was worth \$9.72 billion and it will be possible to achieve an amount of \$54.80 billion by 2022, this would mean a CAGR of 33.4% from 2016 to 2022.

According to the latest projections of the Economic Commission for Latin America and the Caribbean (ECLAC), Nicaragua is among the two economies that lead the greatest growth in the region (Juarez, 2018). Therefore, in the matter of logistics, Nicaragua aims for a better development at the level of intermodal and related infrastructure that allows the country to increase their logistics operations with greater competitiveness to a demanding international market, however the development of an industry is not only structural, but commercial as well, thus this study will provide information regarding sales behavior aspects directed to an industry that has experienced a substantial and dynamic growth in the country. Another reason Nicaragua has been chosen to be the place of study of this paper is because there is no similar study in the country that could provide important information about Logistics Service Providers' selling process and their customers' expectations; it is then inferred that these companies have applied their selling strategies empirically, with a poor knowledge of their customer behavior and their decision making process, therefore this research aims to give a brief insight on the relationships between the supplier (Logistics Services Providers) and their customers (Any company that requests logistics services). This will provide a better understanding of the views and levels of importance placed

on different factors in relationship management and allow companies to formulate their sales strategies. Moreover, it is intended to demonstrate the value that sales representatives present by building commercial and personal relationship with their customers, which will mostly translate into a win-win relationship for both parties.

This study proposes that customer satisfaction is comprised of four different but related variables, which are: sales representative trust, commitment to the sales representative, sales representative consultative selling behavior and sales representative relational selling behavior. These four variables were selected based on the literature and suitability to the context of B2B markets. With this variables, this research has as an overall aim to obtain valuable insight that could be useful for Logistic Services Providers as they weight into the growing global commerce market in Nicaragua that needs their services and are a potential new part of their portfolio, as well to strengthen their current one with sales strategies that are based on the discoveries of this study.

The studied variables in this thesis have been constantly researched in a great quantity of papers directed to the B2B environment specifically, in these the role of trust and commitment are undeniable fundamental as part of the construction of a relationship between the customer and a supplier. In the literature, a number of authors (Dwyer et al 1987; Moorman et al. 1992) empirically found that relationship quality was comprised of trust, commitment and satisfaction, therefore the importance of these two in this study as independent variables. However, this paper do not only focuses on the effect of trust and commitment between two companies, but studies the importance of the presence of these factors delivered by the sales representative in order to achieve customer satisfaction, from the customer's point of view. In order to highlight this, Morgan and Hunt (1994) offered the definition "Trust is confidence on the part of the trusting party resulting from the firm belief that the trustworthy party is reliable and has high integrity which is associated with such qualities as consistent, competent, honest, fair, responsible, helpful and benevolent". Moreover, Morgan and Hunt (1994) mentioned that commitment, in a closely related dimension as trust, is considered as an important factor in successful relationships. Commitment has been defined as an implicit or explicit pledge of relational continuity between exchange partners (Dwyer et al. 1987). The level of commitment of their customers to their organization should be every company's critical key performance evaluation of their relationship with customers, however according to Lovelock (1983) the commitment to an organization could be seen as the commitment to the sales person especially in a B2B service environment, where the person is inseparable from the product in the course of service delivery.

The relationship between the sales representative and their customers has been widely covered by a number of authors (Morgan and Hunt 1994; Dwyer et al 1987; Newell et al 2011), in these the importance of having a certain strategic sales strategy as relationship selling behavior is highlighted and how critical it is to success in industrial or business-to-business markets and how this can affect the customer's buying experience and satisfaction. The variable of relational selling behavior is directed to those exchanges that helps the seller to understand the buyer and his or hers interests, opinions, and activities. These behaviors are very powerful in developing evaluations of trust as well as directly affecting relationship (Newell et al. 2011). While other selling form that could affect customer satisfaction is consultative selling behavior, which is defined by Chevalier (1993) as the process of professionally providing information in order to advice customers into taking appropriate and sharp actions to achieve their business objectives. This is directly related to the sales advisor, as mentioned by Smith (1991), consultative selling relies on a customer viewing a salesperson as an industry peer and business expert achieving customer satisfaction in the process.

The main purpose of this research is the following:

- To determine the role of the sales representative in the success of building customer's satisfaction in Logistics Services Providers in Nicaragua.
- To study the impact sales representative trust, commitment to the sales representative, sales representative's consultative selling behavior and relational selling behavior in customer's satisfaction.

2. Literature Review

2.1 Logistics Service Industry

In the recent decade, the growing trend of outsourcing the company's logistics activities has given place to the development of the concept of third party logistics service providers (LSPs), which is defined as a provider of logistics services that performs the logistics functions on behalf of their clients (Coyle et al., 1996). Because of their function they have an important influence in the context of supply chains, since the success of them is directly related to the company's supply chain performance. Handfield and Nichols (2004) add to the importance

of logistics by describing that the concept of supply chain management has come to reinforce the narrower subject of logistics through a more comprehensive treatment that spans the entire value system from suppliers to customers.

The official definition adopted by the Council of Logistics Management is:

“Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion and all logistics management activities. Importantly it also includes co-ordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies”.

The above definition brings out the importance of the integration of the company’s logistics management activities, this collaboration has as objective to improve their supply chain performance with the vital support of LSPs.

There are a various number of business models in the industry, however there could be a connection between them, and individual companies may operate under more than one model. In this paper, logistics service providers are considered as (LSP), carriers, and courier / express / parcel (CEP) companies. The following table describes how the industry is segmented, between companies that offer services to other companies (B2B) and companies that offer their services to individuals or private consumers. This study will be directed to the business to business segment.

2.2 Sales Representative Trust

Gabarino and Johnson (1999) discussed that there is also a relationship between trust and commitment, which mediate the correlation among satisfaction and attitude in situations where there is regular usage of the service. On the other hand, they mentioned that in situations where the purchase could be considered infrequent or occasional, trust and commitment are often bypassed for satisfaction as a major antecedent of attitude. Crosby et al. (1990) considered that trust, along with satisfaction, are important components of relationship quality. In their study of selling complex services, results indicated that “relational selling behaviors (high contact intensity, mutual disclosure, and cooperative intentions) and salesperson expertise positively influence relationship quality” (Crosby et al., 1990). The customer’s overall satisfaction with the buying experience is proposed to have a positive impact on his/her trust of both the salesperson and the manufacturer. Previous research has shown that constructs of trust and satisfaction are positively correlated (e.g. Crosby et al., 1990). Studies have determined that if consumer’s trust is established, consumers will be satisfied (Chaudhuri & Holbrook, 2001). According to Berry (2000), trust is very important for satisfaction. A consumer who trusts in the brand will be satisfied and more willing to commit to it. Based on this supporting literature, it is hypothesized:

H1: Higher customer trust towards sales representative’s results in higher customer satisfaction.

2.3 Commitment to the Sales Representative

Kim (2014) established that customer satisfaction is substantially influenced by commitment. In support of this notion, Espejel et al. (2011) agreed and proposed that customer satisfaction is a direct outcome of buyer’s commitment to the relationship with the seller, based on evaluating the difference between expectations and results. This argument is also supported by Richard and Zhang (2012) asserting that a satisfied buyer has a stronger commitment towards a supplier than an unsatisfied customer. Thus, a high level of customer’s commitment increases their satisfaction with the relationship. Loads of studies has been made in the relationship marketing field, stating that commitment can be accounted as an antecedent to satisfaction. (Anderson and Narus 1990; Johnson, Sividas and Garbarino 2008; Mohr and Spekman 1994; Wong and Zhou 2006). In contrast, Fullerton (2011) affirmed that only when both parties are fully committed to the relationship, satisfaction can be a result. Therefore, commitment can be perceived as an antecedent of satisfaction in a buyer–supplier relationship. Additionally, Richard and Zang (2012) concurred and stated that the level of customer satisfaction experienced is determined by the level of commitment between a buyer and a seller.

It is, therefore, theorized that:

H2: Higher commitment to the sales representative results in higher customer satisfaction.

2.4 Consultative Selling Behavior

Liu and Leach (2001) research suggests that one way that firms can help manage the satisfaction of their customers is through their sales force. Their findings conclude that customer’s satisfaction levels can be enhanced by successfully manage to being perceived as trustworthy and having a high degree of expertise, and

as a result this may help to establish a long term business relationship with their customer. Once the sales representatives achieve to demonstrate their consultative selling behavior is when business suppliers maintain high levels of satisfaction with their customers, therefore they could consequently achieve to retain these customers (Rust & Zahorik, 1993; Jolson, 1997). Lambert, Sharma and Levy found that satisfaction with a salesperson is positively related to satisfaction with the selling organization. Humphreys and Williams (1996) investigated organizational buyers' customer satisfaction with their suppliers and discovered that a buyer's valuation of a salesperson's interpersonal process attributes is more highly related to satisfaction than the actual technical attributes of the product or service. This finding highlights the importance of the sales representative's consultative behavior in the customer's evaluation of their satisfaction with the business relationship. Based on this supporting literature, it is hypothesized:

H3: Higher consultative behavior in a sales representative results in higher customer satisfaction.

2.5 Relational Selling Behavior

The positive or negative perception of the net value of the service experienced is defined as customer satisfaction by Woodruff (1997). This means that the customer's feeling of the service value represents their cognition of the nature of relational exchanges with their suppliers, and satisfaction reflects customers' overall feeling derived from the perceived value. The satisfaction of the needs of the customers and the creation of favorable relationships between the buyer and the supplier is created by the inclusion and application of relationship marketing. Therefore, one of the focuses of this study is to prove that relationship marketing applied by personal relationship between the sales advisor and the customer, is a vital and significant driving force that creates a healthy customer relationship, such helps to achieve customer satisfaction in this relationship.

Based on this supporting literature, it is hypothesized:

H4: Higher sales representative relational selling behavior with customer results in higher customer satisfaction.

3. Methodology

This chapter discusses the methodology and research design created to measure the hypothesis presented in this study. Since surveys are considered the main methodology for obtaining data on individuals' opinions and preferences, a questionnaire was selected as a suitable data collection instrument for this study. The hypothesis were tested through the use of this questionnaire, which was designed based into previously tested survey questions and had as its objective to collect the relevant data for each of the variables presented in the proposed framework.

This is a business to business (B2B) study, hence this questionnaire was directed to 200 managers of companies that were working with logistics service providers in Nicaragua, since this was considered a representative sample of our target population. The survey was translated to Spanish, which is Nicaragua's native language, to avoid a misinterpretation of any question and it was distributed via email to every person in charge of hiring the logistics services of the company as a Logistics Manager, Procurement Manager, Sales manager, General Manager and Owner. A pretest of 10 surveys was made in order to determine the effectiveness of the questionnaire. This helped to see the weakness and strengths of the survey concerning the question format, wording, order and to see if the already translated questions in Spanish were understood by the respondents, which were 10 person in charge of the logistics in different companies, because of the short number of surveys necessary for the pretest this was applied directly to them, without a need of a LSP's sales representative, this allowed us to get first hand feedback about the questionnaire.

The research model used in this study, including the variables and the hypothesis between each of them are shown in Figure 1 below. Here is portrayed that trust, commitment, consultative selling behavior and relational selling behavior will be studied as independent variables, customer satisfaction will be functioning as the main dependent variable. The relationships between these variables will be tested using SPSS and AMOS 20.

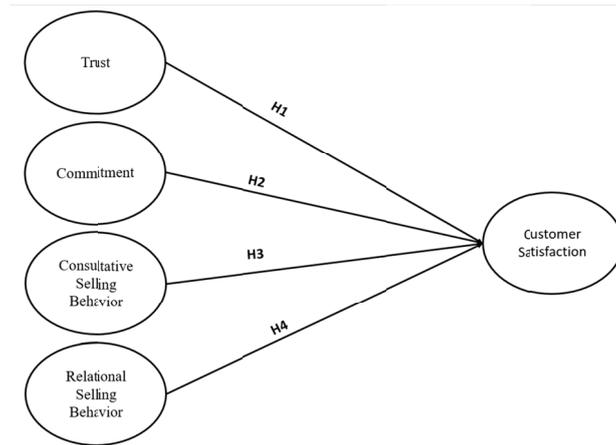


Figure 1. Structural model of this study

3.1 Measures

All of the constructs were measured using a multi-item five-point Likert-type scale. As previously stated in the past variable, Morgan and Hunt (1994) thoroughly studied the relationship and influence of Trust and Commitment in the business relationship. Morgan and Hunt (1994) made their study around the theory that these two variables were a crucial part of relationship marketing with their supplier, from the customer's point of view. Consultative Selling Behavior items were adapted from scales developed by Liu and Leach (2001) to measure perceived power and influence, contact quality and perceived expertise of the salesperson, all of these are important components of the consultative behavior. When developing a scale to measure relational selling behavior, Crosby et al (1990) built this measurement by asking about interaction intensity, reliability and validity. The format of the satisfaction scale was a five-point Likert scale which has been used extensively in satisfaction research (Oliver, 1980).

4. Model and Hypothesis Testing

The questionnaire respondents were the people in charge of hiring LSP in their respective companies, as they being the customers of the LSPs. Since this study focuses on the opinion of the customers it was important to obtain a specific sample of the target population. Tied on the first place are most of the respondents which are either owners of their company (22.3%) or sales managers (22.3%), followed by General Managers (21.8%) and on fourth place are the Procurement Managers at 19.8%. This result could show us that on companies the people in charge of hiring LSP are not only dedicated to this function, but they usually are in charge of other vital activities as well. The industry distribution of the sample group was well pretty evenly distributed with the majority of respondents working at Electronic and related instruments (15.3%), followed very closely by Industrial Equipment and Retailing with (14.9% each), then Consumer goods and Chemicals and Plastics at 14.9% each.

The hypothesized relationships were estimated using structural equation modeling using AMOS with maximum likelihood estimation method. The overall goodness of fit statistics shows that the structural model of this thesis fits the data well, the results of this are presented on Figure 2. The following analysis were calculated in order to prove the support of the collected data, having as result a Root Mean Square Error of Approximation (RMSEA) of 0.062, a Goodness of Fit Index (GFI) of 0.861 and a Comparative Fit Index (CFI) of 0.907. The results indicated that all 4 of this study's hypothesis, depicted in the conceptual model were supported.

Hypothesis 1: It was proposed that higher customer trust towards the sales representative would result in higher customer satisfaction. The analysis made to test the correlation between these two variables indicate a positive relationship that presented a coefficient of 0.574 and a t-value of 3.139, showing that H1 is supported.

Hypothesis 2: It was proposed that higher commitment to the sales representative would result in higher customer satisfaction. The analysis made to test the correlation between these two variables indicate a positive relationship that presented a coefficient of 0.593 and a t-value of 4.748, showing that H2 is supported.

Hypothesis 3: It was proposed that higher consultative selling behavior in a sales representative would result in higher customer satisfaction. The analysis made to test the correlation between these two variables indicate a

positive relationship that presented a coefficient of 0.143 and a t-value of 2.145, showing that H3 is supported.

Hypothesis 4: It was proposed that higher relational selling behavior in a sales representative would result in higher customer satisfaction. The analysis made to test the correlation between these two variables indicate a positive relationship that presented a coefficient of 0.314 and a t-value of 2.401, showing that H4 is supported.

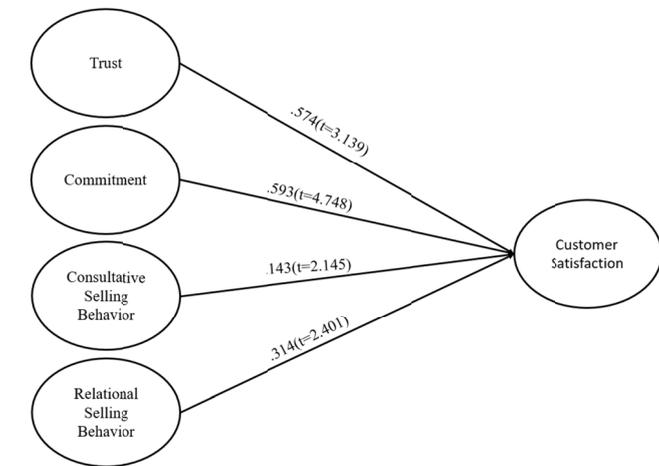


Figure 2. Structural model results

5. Discussion

The main objective for this research was to find if there was a positive relationship between variables directly related to sales representatives, such as trust, commitment, consultative selling behavior, relational selling behavior that have an impact on customer's satisfaction in Nicaragua's Logistics Service Providers. These constructs are often related and studied on multiples researches focused on the relationship on Business to Business markets and were chosen to prove if they are involved in this thesis specific target. The created model for this study was measured with the developing and testing of the proposed 4 hypotheses, obtaining the bellow results:

5.1 The hypothesis that Customer's Trust towards the Sales Representative Has a Positive Impact on Customer's Satisfaction Was Supported

The results of the analysis of this hypothesis demonstrate that there is a positive relationship between the customers that have trust to the sales representatives and their satisfaction with their supplier. Since LSPs provide a service that has qualities such as intangibility, complexity, a long time horizon of delivery and most important a high level of uncertainty, customers have to rely, in most of the selling process, on the sales representative to reduce the risk and with this to trust such a vital part of their companies as their Logistics to another company, at the same time they have to be sure that the salesperson is always truth to his word and since customer satisfaction is based on the evaluation of the perceptions between the expectations of the service and the real service they received, if this customer evaluates that the sales representative full filed his promises when the service was complete and that he is trustworthy, this customer will be satisfied. This is consistent with Morgan and Hunt (1994) findings that states if the sales consultant is perceived to be honest and reliable, indicating trustworthiness, then the outcome is likely to be a high perception of quality. Conversely, if there is little trust in the sales consultant then the relationship would be perceived as flawed or unsatisfactory. As well as Yoon (2002) who found in his study that trust and satisfaction show a significant positive correlation.

5.2 The Hypothesis That a Customer's Commitment to Sales Representative Has a Positive Impact on Their Satisfaction Was Supported

Therefore, the relationship between Customer's Commitment to the sales representative and their Satisfaction with their supplier was proven. Commitment was defined by Dwyer et al. (1992) as an implicit or explicit pledge of relational continuity between exchange partners, this means that it is presented when one or both parties on a relationship is interested on being in the relationship on long terms. In the case of the LSP industry if a customer is committed to have a long lasting business association with the sales representative they will feel

this relationship increases their satisfaction. In other words, in the logistic industry if the customer feels like is important to have a sense of commitment with their sales representative, if he plans to have long term goals with him and expresses the importance of having a committed relationship between both parties, customers would be more likely to have a satisfying relationship having as a result the customer's satisfaction. This is consistent with Richard and Zang (2012) that concurred and stated that the level of customer satisfaction experienced is determined by the level of commitment between a buyer and a seller.

5.3 The Hypothesis That a Sales Representative's Consultative Selling Behavior Has a Positive Impact on a Customer's Satisfaction

This means that there is a link between Consultative Selling Behavior and Customer's Satisfaction with their supplier, according to the customer's perception. According to this study when a LSP's customer perceive a high level of power to get things done, clout to get their way and extra planning from their sales representatives and they feel that information is professionally provided in order to advise them of the best actions to make for their business objectives they evaluate the relationship as satisfactory. All of these actions are important to consolidate a better relationship between the LSP's sales representative and their customers, since they work on an industry that is very competitive, customers have to perceive that the sales advisor is not only there to close a sell, but to be with them and asses them in the best way they can, thus with this the sales representative by showing this behavior would achieve customer satisfaction. This is consistent by Liu and Leach (2001) that discovered that once the sales representatives achieve to demonstrate their consultative selling behavior is when business suppliers maintain high levels of satisfaction with their customers.

5.4 The Hypothesis That a Sales Representative's Relational Selling Behavior Has a Positive Impact on a Customer's Satisfaction

The results of this research indicate that when a sales representative presents a relational selling behavior, customer's develop a high level of satisfaction with their supplier. As LSP's sales representatives and customer's get to usually spend important amounts of time together or in constant communication, a personal relationship is possible to develop, relational selling behavior are ways for the sales representative manage this relationship by finding common areas and sharing personal information to create interpersonal bonds between the both parties, while still being profitable and professional. When a customer feels he can be comfortable with a sales representative; that they share common interest and that representative cares about this relationship he presents a higher level of satisfaction with his supplier. Velnampy and Sivesan (2012) in their study, depicted that organizations must apply relationship behaviors in order to satisfy the needs of their customers by creating and maintaining long term friendly relationship with their customers.

6. Conclusions

The four independent variables studied in this thesis are directly related to the sales representative, since they are the link between the company and the face of the service in the eyes of the customer, especially in the Logistics Service Providers industry, where the service is only visible until it is finished and the delivering of the goods has been done, sales representatives have to rely on the trust and commitment that they have earned from the customer to assure them the process of one of their customer's company's more important aspect is safe in the LSP hands and with this achieve a level of satisfaction by reducing the feeling of risk, which is inherent in the logistics service. Moreover, sales representatives have to present certain selling behaviors in order to strengthen their relationship with the customer, the ones that this research studied were consultative and relational selling behaviors, as those are the most commonly used in the service industry. Consultative selling behavior helps the customers to be more satisfied with the service by allowing the sales representative to present a series of conducts that would allow customers to perceive that the other party has a real interest in provide intelligent solutions to satisfy their Logistics needs, engages in extra planning to assist them in any shipping follow up and overall to see this person as an advisor on their logistic process more than a seller managing to get a satisfying relationship with their customer. The second studied conduct was relational selling behavior, with this the sales representative demonstrate to their customer that there are several elements that mixes their professional relationship with a more friendly one and that the salesperson identifies with them and care about the success of the business on a personal level, creating a sense of confidence from the customer and helping the relationship to be satisfying. Therefore it is safe to say, that since there is a positive relationship between trust, commitment, consultative selling behavior, relational selling behavior and the achievement of customer's satisfaction, and these variables and behaviors are directly performed by the sales representative, that there is a positive effect on the sales representative on customer satisfaction, specifically on the Logistic Service Provider's industry in Nicaragua.

7. Limitations

The limitation of this study is the scope of the research, the findings could be very industry specific and cannot be generalized across other industries. Furthermore, we have the geographic location on where this study was applied, since this thesis was based only on Nicaragua's market, a lot of inherent cultural and behavioral aspects from the respondents could make this results not applicable for other countries. The lack of previous studies in this research area in Nicaragua meant a limitation for this thesis for the reason that it could have provided a bigger insight on the current strategies and behaviors accepted in the country and could have redirected the focus on this study on other variables that maybe are not taking into account at this moment. Therefore this study will serve as a perfect foundation for any further related study in Nicaragua.

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Appendix

Measurement scales of constructs

(Respondents were requested to answer the following questions, choosing the most appropriate option from a continuum of strongly agree to strongly disagree on a Likert 5-point scale.)

Sales Representative Trust (Morgan and Hunt, 1996)

- The sales representative from my major Logistics Service Provider is honest and truthful.
- Promises made by the sales representative from my major Logistics Service Provider are reliable.
- The sales representative from my major Logistics Service Provider is always true to his or her word..
- The sales representative from my major Logistics Service Provider can be counted to do what is right.
- The sales representative from my major Logistics Service Provider has a high integrity.
- The sales representative from my major Logistics Service Provider has been frank in dealing with my company.

Commitment to the Sales Representative (Morgan and Hunt, 1996)

- I expect my mayor Logistics Service Provider's sales representative to be working with us for a long time.
- The relationship that I have with my mayor Logistics Service Provider's sales representative is something I am very committed.
- The relationship that I have with my mayor Logistics Service Provider's sales representative deserves my maximum effort to maintain.
- I focus on long-term goals in my relationship with my mayor Logistics Service Provider's sales representative.
- The relationship that I have with my mayor Logistics Service Provider's sales representative is something I intend to maintain indefinitely.
- Maintaining a long-term relationship with my mayor Logistics Service Provider's sales representative is important to me.

Sales Representative Consultative Selling Behavior (Liu and Leach, 2001)

- The sales representative from my major Logistics Service Provider has more power in his/her firm to get things done.
- The sales representative from my major Logistics Service Provider has the clout to get his/her way with this supplier.
- The sales representative from my major Logistics Service Provider engages in extra planning assistance for us.
- The sales representative from my major Logistics Service Provider follows through and checks up as needed.
- The sales representative from my major Logistics Service Provider knows how to provide solutions that fit our needs.

Sales Representative Relational Selling Behavior (Crosby, Evans and Cowles, 1990)

- The sales representative from my major Logistics Service Provider contacts me in order to stay in touch and make sure I was still satisfied.
- The sales representative from my major Logistics Service Provider has given me something of a personal nature (e.g., birthday card, holiday gift, etc.).
- The sales representative from my major Logistics Service Provider has confided in me a lot information about his/her background, personal life and family situation.
- The sales representative from my major Logistics Service Provider has confided in me about personal issues (financial goals and objectives, even hopes and dreams for the future).
- The sales representative from my major Logistics Service Provider has told me a lot about his/her job (e.g., responsibilities, failures and accomplishments, likes and dislikes for occupation.)

Customer Satisfaction (Oliver, 1980)

- I am very satisfied with my decision to work my logistics with my major Logistics Service Provider.
- My choice to work my logistics with my major Logistics Service Provider was a wise one.
- I feel good about my decision concerning my major Logistics Service Provider.
- I think that I did the right thing when I decided to work my logistics with my major Logistics Service Provider.
- If I had to do it all over again, I would feel the same about working my logistics with my major Logistics Service Provider.
- I am happy that I did what I did about working my logistics with my major Logistics Service Provider.

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