



Full Length Research Paper

Relationship marketing in philanthropy organizations

*Tanti Handriana and Yetty Dwi Lestari

Faculty of Economics and Business, Universitas Airlangga, Indonesia

*Corresponding Author E-mail: handriana_tanti@yahoo.com

ABSTRACT

The purpose of this study is to investigate the role of donor gratitude in relationship marketing in nonprofit organizations within the B2C relationship context in Indonesia. Relationship marketing is required not only in profit organizations, but also in nonprofit organizations. On the other hand, gratitude is a positive emotion and an important construct for understanding the effectiveness of relationship marketing. This study uses a survey method and the research samples are individual donors of philanthropy organizations. The numbers of respondents are 507. Structural Equation Modeling (SEM) is selected as the technique of analysis. This research examines 7 hypotheses where 6 of them are supported. They are (1) the impact of donor gratitude on trust; (2) the impact of trust on relationship commitment; (3) the impact of relationship commitment on cooperation; (4) the impact of relationship commitment on intention to redonate; (5) the impact of trust on cooperation; and (6) the impact of trust on intention to redonate. Based on this result, it can be concluded that the effect of donor gratitude on intention to redonate is indirect, that is through trust variable. The contribution of this study is mainly in broadening the application of social exchange theory and relationship marketing concept.

Keywords: relationship marketing, donor gratitude, trust, relationship commitment, cooperation, intention to redonate.

INTRODUCTION

Relationship marketing is all marketing activities conducted through the determination, development and management of long-term relationship (Lee *et al.*, 2010). By implementing relationship marketing, both non-profit organization and profit-organization hope to established relationships with partners can take place continuously.

In a relationship, trust to the partner is a factor that is required of its existence. Venable *et al.*, (2005) revealed that trust and social exchange plays an important role in the donor's decision whether to donate money, time, goods or services to the organization. Similarly expressed by Sargeant and Lee (2002) that trust in the charitable sector, donors have recognized the central role in developing the relationship between donors,

philanthropy organizations, and recipient of donations. Also added by Sargeant and Lee (2002) that trust is the foundation for philanthropy organizations in building their organization. In addition to trust, commitment is also a variable related to the determinant in a relation. Gundlach *et al.*, (1995) revealed that commitment is an essential element for the success of long-term relationship. While Dwyer *et al.*, (1987) described that relationship commitment appears in the marketing literature as an important element for maintaining long term relationships.

Trust and commitment is a key concept in social exchange theory and relationship marketing literature (Lou and Donthu, 2007). Blau (1964) explains that the concept of exchange of directing his attention directly on

the nature of the emergence of interpersonal relationships and social interaction. Several studies used social exchange theory as a foundation for commitment and trust in relationship marketing (Anderson and Narus, 1990; Dwyer *et al.*, 1987; Morgan and Hunt, 1994; Smith and Barclay, 1997; Garbarino and Johnson, 1999; MacMillan *et al.*, 2005). Meanwhile, according to Palmatier *et al.*, (2009) and Dewani and Sinha, (2012) gratitude can help managers and sellers to achieve a higher level of loyalty, both in attitude and behavior of customers and improve customer purchase intention.

Gratitude is defined by (Palmatier *et al.*, 2009) as one's gratitude when they receive kindness from others. Komter (2004) in Palmatier *et al.*, (2009) argued that a form of gratitude is an imperative force, that drives us to get back the benefits we have received and are part of a chain of reciprocity. Morales (2005) defines gratitude as emotional appreciation for the benefits received, along with a desire to reciprocate. Gratitude plays a role in strengthening ties and promoting the establishment and maintenance of relationships (Algoe *et al.*, 2008 in Wood, 2010). In the consumer gratitude, affective component refers to feelings of gratitude generated when people see themselves as beneficiaries. The motive behind this action is to complete the remaining part of the exchange process (Dewani and Sinha, 2012).

Based on previous research (Morgan and Hunt, 1994, Smith, 1998; Garbarion and Johnson, 1999; Sargeant and Lee, 2004; MacMillan *et al.*, 2005; and Palmatier *et al.*, 2009), this research positions gratitude, trust and relationship commitment variables as a mediator variable in relationship marketing, while the consequences are cooperation and intention to redonate.

This paper analyzes the role of donor gratitude variable in relationship marketing in nonprofit organizations, in the context of B2C relationships. This will provide benefits in the development of relationship marketing concept, considering that until now, studies on the topic of relationship marketing is largely on profit-organizations as well as in area of B2B (Arnett *et al.*, 2003).

Theoretical framework and hypothesis

Social Exchange Theory

Social exchange theory is developed by psychologist John Thibaut and Kelley Harlod and sociologist George Homans and Peter Blau. These are the ones who started the theory that formally represent individual interactions of an exchange perspective. The sociologist recognizes that social exchange is a fundamental part of human interaction (Blau, 1964 in Cheshire *et al.*, 2010). As the premise of social exchange theory that people relate with

others is essential for survival and that individuals take part in the interaction to satisfy their needs (Blau, 1964 in Kingshott and Pecotich, 2007).

Construct of social exchange theory include commitments, social norms, and behavioral trust between related parties (Kingshoot and Pecotich, 2007). Commitment has long been central to the literature of social exchange (Blau, 1964). The commitment is at the core of the foundation of a successful relationship and relationship marketing (Berry and Parasuraman, 1991 in Sweeney and Webb, 2007). Social exchange theory as the main reference of relationship marketing, therefore the main constructs that exist in relationship marketing, the trust and relationship commitment (Morgan and Hunt, 1994).

Relationship Marketing

According Gronross (1994), relationship marketing aims to establish, maintain, and enhance relationships with customers and other partners, at a profit, so that the objectives of the parties involved are met. Kotler and Keller (2012) describes the four key elements to relationship marketing, including customers, employees, marketing partners (channels, suppliers, distributors, dealers, agents), and members of the financial community (shareholders, investors, analysts). Gruen *et al.*, (2000) writes that over the past several years, the management approach that views customer relationships as the key assets of the organization has gained increased prominence in the priorities and practices of many for-profit and not-for-profit organizations. Arnett *et al.*, (2003) believes that relationship marketing is a strategy that can be run in a context that involves a high degree of social exchanges, B2C marketing and nonprofit marketing. Meanwhile, McCort (1994) says that the relationship marketing at the nonprofit organization devoted to seeking a long term relationship, thereby increasing the loyalty of the donors.

Gratitude

What exactly is gratitude? The oxford English Dictionary defined gratitude as "the quality or condition of being thankful, the appreciation of an inclination to return kindness." Gratitude has been defined in a number of ways throughout history, principally in literature of psychology followed by some of its applied fields such as marketing and sociology. But considering various definitions available in literature, almost all researchers have consensus about its being emotion (Dewani and Sinha, 2012).

Gratitude is a fundamental component of social interactions that provides the foundation for reciprocal

altruism (Palmatier *et al.*, 2009). Gratitude also been conceptualized as a force that helps people to keep reciprocal obligations (Gouldner, 1960). Gratitude and reciprocity are essential to motivate the customer to build trust with the organization (Cialdini and Goldstein, 2004). Manifestation of customer gratitude to the organization is in the form of deep gratitude to the organization, respect for the organization, and pleasure in the organization.

Palmatier *et al.*, (2009) link the customers' gratitude variable with customer trust, and the effect of customer gratitude to sales performance outcomes. Schwartz (1967) argues that gratitude is a part of the bond that links the relationship between them. Gratitude are important to the theory of various disciplines on how social relationships will be built and prepared (Bartlett and DeSteno, 2006). McCullough (2002) in Tsang (2006) defines gratitude as a response to the cognitive-affective because it has become the beneficiaries. Gratitude and reciprocity are essential to motivate customers to build trust with the organization (Cialdini and Goldstein, 2004). Thus, gratitude or acts as a catalyst to initiate mechanisms that promotes the development of relations, that influence social behavior during the emotion that has happened, but gratitude is also influential in the long run as a sense of gratitude in relationships (Bartlett and DeSteno, 2006) .

Trust

Trust has long been studied in various disciplines, including sociology, economics, and social psychology (Sargeant and Lee, 2004). In the literature, social exchange theory focuses on the role of trust in relational exchanges. Trust is a dominant variable which relates between the relationship theory dan social exchange theory (Wagner *et al.*, 2011). A relationship of trust will increase its chances of long-term orientation in exchange (Kumar, 1996 in Luo and Donthu, 2007). Trust is a success factor in a relationship and is a key variable in social exchange theory (Morgan and Hunt, 1994). Social exchange theory postulates reciprocal actions and behavior in formal relationships to enhance trust partners exchange (Blau, 1964). According to Morgan and Hunt (1994) trust is central to all relational exchanges, trust exists when one party of the exchange partners have the reliability and integrity.

Relationship Commitment

One basic tenet of social exchange theory is the relationship that evolves over time leads to a sense of trust, loyalty, and commitment (Cropanzano and Mitchell, 2005) has long been a core commitment in the literature of social exchange (Blau, 1964). Meanwhile, Morgan and

Hunt (1994) also stated that the commitment to touch the core of relationship marketing. Dwyer *et al.* (1987) defines commitment as a willingness to keep something that has been agreed, based on the willingness and readiness between transaction partners (beneficiaries and providers) to continue the functional relationship that has existed. Meanwhile, Moorman *et al.*, (1993) defines commitment as a passion that goes on in the long run to maintain a valued relationship.

Cooperation

Cooperation is the act of coordination and complementarity between exchange partners to achieve common goals (Anderson and Narus, 1990; Morgan and Hunt, 1994). Mutual cooperation is often described as the events from the perspective of individual involvement (Axelrod, 1984 in Cheshire *et al.*, 2010). Willingness to cooperate with organizations affected by trust and commitment (Anderson and Narus, 1990; Morgan and Hunt, 1994; Chou *et al.*, 2011). As proposed by Anderson and Narus (1990) that trust is a construct in channel partnerships that will drive people to cooperate with the organization. Meanwhile, Palmatier *et al.*, (2006) pointed out that cooperation in the output of relationship marketing is reciprocal.

Intention to Redonate

Intention to redonate is donor's behavior intention on future (Garbarino and Johnson, 1999). As Zeithaml, Berry, and Parasuraman (1996) explained the importance of measuring customer behavior intention in the future to assess their potential remains to be related to the organization or whether they will leave the organization. Garbarino and Johnson (1990) describe that with the intention of future customer behavior reflects the customer's desire to maintain a relationship with the organization and payment (donation) sustainable. Intention to behave in the future is influenced by several factors related to the customer experience perceived by the organization. Such factors, among others, commitment and trust (Garbarino and Johnson, 1999; Brown and Peterson, 1993; Waters, 2008; Naskrent and Siebelt, 2011), and the gratitude of customers (Palmatier *et al.*, 2009).

The Relationship between Research Variables

The Influence Donor Gratitude on Trust

Gouldner (1960) and Houston and Gassenheimer (1987) stated the importance of the principle of reciprocity in a relationship. Komter (2004) in Palmatier *et al.*, (2009)

argued that the form of gratitude is an imperative force, a force that encourages us to get back the benefits we have received and are part of a chain of reciprocity. Palmatier *et al.*, (2009) also correlate customers' gratitude with customer trust and customers' gratitude on seller performance outcome. Young (2006) argues that gratitude is an emotional form of ongoing relationship, with the importance effect on maintaining trust in a relationship. H1: Gratitude has a positive effect to trust.

The Influence of Trust on Relationship Commitment

The researches have been conducted by Morgan and Hunt (1994), Smith (1998), Garbarino and Johnson (1999), and Sargeant and Lee (2004) have a finding that the trust effect to commitment. Achrol (1991) explained trust as a major determinant of the relationship commitment. The importance of trust in the relationship between donors and organizations is because donors do not directly feel the result of a nonprofit organization. In the absence of direct consumption, the donor must have confidence in nonprofit organizations in each organization's activities, so that will give clients an interest in nonprofit organizations (MacMillan *et al.*, 2005). Geyskens *et al.*, (1999) in Fruchter and Sigue (2004) found a positive relationship between trust and commitment. H2: Trust has a positive effect to relationship commitment.

The Influence of Relationship Commitment on Cooperation

Cooperation is the act of coordination and complementarity between exchange partners to achieve common goals (Anderson and Narus, 1990; Morgan and Hunt, 1994). Based on the definition of cooperation in the above, the result of their research, Morgan and Hunt (1994) to get the findings that one consequence of the relationship commitment is a form of cooperation. From the results of his research, Chou *et al.*, (2011) also concluded that the commitment has a positive effect on cooperation. Meanwhile, the exchange partners who are committed to dealing will work with other members and the organization, because they want to make the relationship continue to run (Morgan and Hunt, 1994). H3: Relationship commitment has positive effect on cooperation in philanthropic organization.

The Influence of Relationship Commitment on Intention to Redonate

Blau (1964) argues that people are expected to have a commitment to their social relations, group, and organization. The research findings Garbarino and

Johnson (1999) study showed that the customers who have a high relationship orientation, trust and commitment are the main intermediary constructs in success of relationship compared with satisfaction. Lacey and Morgan (2007) findings that a significant relationship commitment to customers in increasing their intention to become repeat customers. Waters (2008) obtain a finding that correlates with the willingness of donor commitment to donate. Naskrent and Siebelt (2011) argued that commitment is as a core variable in influencing donors to redonate, as well as in leading donor to have a stronger desire to continue the exchange relationship. H4: Relationship commitment has a positive influence on intention to redonate.

The Influence of Trust on Cooperation

Trust as a key mediating variable in the relationship marketing also has a positive effect on cooperation. As has been observed by Morgan and Hunt (1994), as well as Anderson and Narus (1990) that a positive effect of trust on cooperation between the company and its distributors. Chou *et al.*, (2011) in their research found a positive effect of trust on cooperation. Meanwhile, Schurr and Ozanne (1985) suggested that trust becomes central situation in the process of achieving collaboration for problem solving and constructive dialogue. Trust is a construct in the channel partnership that will direct individuals working within the organization (Anderson and Narus, 1990). H5: Trust has positive effect on cooperation to philanthropic organization.

The Influence of Trust on Intention to Redonate

Camarero and Garrido (2011) generated findings that the donor with a high level of confidence will redonate in the future. Waters (2008) a finding that correlates with the willingness of donors confidence to contribute. Garbarino and Johnson (1999) in his research found no effect of trust on the intention in the future intentions of donors to donate in the future. Naskrent and Siebelt (2011) stated that the trust as a variable central role in influencing donors intention to redonate. H6: Trust has a positive effect to donors intention to redonate.

The Influence of Donor Gratitude on Intention to Redonate

In the concept of gratitude, shows the importance of the element of theory of social relations and reciprocal altruism, which has been adopted in various disciplines (Bartlett and DeSteno, 2006). Blau (1964) describes the importance of gratitude, that the social associations, someone who failed in a reciprocal relationship caused

by the lack of gratitude. Meanwhile, Morales (2005) argued that directing gratitude to the customers would increase their intention to pay back to the seller. In the context of the exchange, the customer will be aware of several advantages of relationship marketing (eg, effort, respect, reward), then they will feel grateful and will buy more (Palmatier *et al.*, 2009). H7: Gratitude has a positive effect to donors intention to redonate.figure 1

RESEARCH METHOD

Identification, Conceptual Definition, Operations Definition, and Measurement Variables

Variables used in this study consisted of an exogenous variable that is donor gratitude variable, and endogenous variables are trust, relationship commitment, cooperation, and intention to redonate ariables.

Conceptual Definition of Research Variables

Gratitude is a type of affective response when a person receives "kindness" of others (McCullough *et al.*, 2001 in Palmatier *et al.*, 2009). Trust is confidence in the integrity and reliability of the exchange partner (Moorman *et al.*, 1993). Relationship commitment is an enduring desire to maintain a valued relationship (Moorman *et al.*, 1992). Cooperation is a willingness to do the coordination and complementarity in order to achieve common goals (Morgan and Hunt, 1994). Intention to redonate is donors the intention to behave in the future, to assess their potential whether they are to redonate or not (Garbarino and Johnson, 1999).

In this study was also carried out measurements to construct development cooperation. This is done because the previous research, this construct is implemented in profit organizations, while this research has nonprofit organizational research setting. The first step in the development of measurement to construct collaboration is an informal discussion with practitioners managing philanthropic organizations. Based on the conceptual definitions and results of the informal discussion, then performed Focus Group Discussion (FGD) with 9 lecturers. The FGD results are then used to pilot test on 35 graduate students to produce indicators are valid and reliable for variable cooperation.

Research and Measurement Instruments

Instruments used in this study is a questionnaire. Measurements on each construct using a Likert scale, which is a scale that contains a 5-level response to the proposed statement.

Sampling Design

Sample units in this study is in the form of individuals, namely individual being a donor to philanthropy organizations. Data were collected with cross-sectional approach, which surveying way by distributing questionnaires to a number of respondents directly. In this study the analytical techniques used Structural Equation Modeling (SEM).

RESULTS

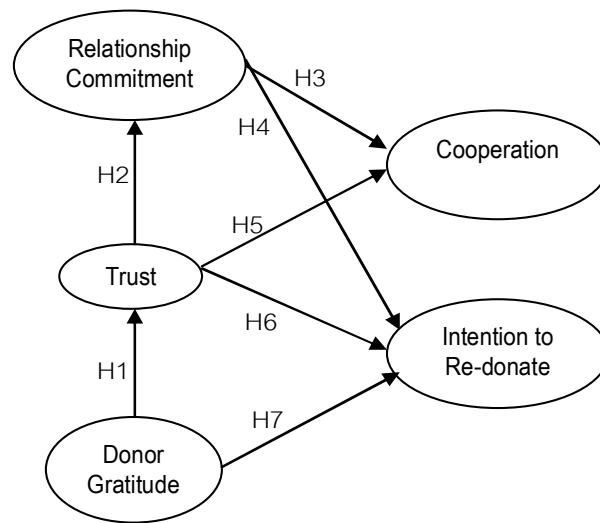
Testing for Validity and Reliability of Research Instruments

Data collected and processed and worth are as much as 507. From the results of normality testing, the data appear in the study were normal, according to the criteria described by Morgan *et al.*, (2004), that the data are stated to satisfy the normality test if skweness value is less than plus or minus one (<+ /-1.0). Validity of test results for the five constructs used in this study is valid, because the lowest factor loading of 0.066 (the first indicator for relationship commitment variable). This is in accordance with the criteria suggested by Hair *et al.* (2010) that an indicator is stated valid if it has a factor loading greater than +0.50. Reliability test results for all five variables were > 0.70. Similarly, the reliability test results also showed that reliable results, as the provisions expressed by Hair *et al.*, (2010), Cronbanch's alpha technique is used. The generally agreed upon lower limit for Cronbach's alpha is 0.70 (Hair *et al.*, 2010).

Feasibility Research Model

Measurement Model

This model uses the validity and reliability testing. Validity test is conducted on the discriminant validity, convergent validity and nomological validity. Discriminant validity assesses the extent to which a construct is not correlated with other constructs, so a construct is completely different from other constructs (Malhotra, 2010; Hair *et al.*, 2010). Hair *et al.*, (2010), explains that discriminant validity is achieved when Average Variance Extracted (AVE) > the square correlation estimate. The largest estimate of the square correlation is trust-gratitude (0.494), the second order is relationship commitment-trust correlation (0.419). From discriminant validity of the test results, it appears that the results satisfy the discriminant validity. The AVE is calculated using the formula: $(\sum \text{Standardized factor loading}^2) / n$ (Hair *et al.*, 2010), where n is the number of indicators of constructs



Figur 1. Research Model

concerned. The results of calculation of AVE for each construct can be seen in Table 1.

Convergent Validity

Is construct validity which measures the extent to which a construct was positively correlated with other constructs (Malhotra 2010; Hair *et al.*, 2010). Hair *et al.*, (2010) explains that convergent validity is achieved when standardized loading estimate should be 0.5 or higher. From the test results, it appears that all the relationships between constructs with the indicators ≥ 0.5 . This indicates the fulfillment of convergent validity, as shown in Table 2.

Reliability Test

Hair *et al.*, (2010) describes the achievement of reliability requirements of a construct, namely when the Construct Reliability (CR) is 0.7 or higher. The formula to calculate the CR is $(\sum \text{Standardized Factor Loading})^2 / (\sum \text{Standardized Factor Loading})^2 + (\sum e_i)$. Where e_i is the error. The analysis show all constructs have a CR ≥ 0.7 , as shown in Table 3.

Overall Model

From the absolute fit, it is seen that the value of GFI, RMSEA, RMR, and Cmin/DF are good. For incremental fit measures, it seen that value of NFI is marginal, CFI,

and TLI are good. Meanwhile, from the the parsimony fit measures, it appears that the value of AGFI is marginal and PNFI is good, so can be concluded that the model is good, as shown in Table 4.

Structural Model

In SEM, the result is a structural model specification that is used to test the hypothesized theoretical model (Hair *et al.*, 2010). In this study there are seven structural relationship between the constructs as described in the research hypothesis. By using one tail t-test with a significance level α 95% or 5%, the influence of a construct to other constructs is stated significant if the value of t-statistics show the number >1.64 , as shown in Table 5.

In Table 5, it seems that seven hypothesis being tested, six hypothesis are supported, and one hypothesis is not supported. The supported hypothesis namely H1, H2, H3, H4, H5, and H6. Thus the research model is supported by empirically, because the criterion variables (namely cooperation and intention to redonate variables) can be explained by its antecedends.

H1 is supported. It means that a deep gratitude to the organization, respect for the organization, and pleasure in organizations resulting that the donors trust to the organization. These findings support the findings of previous researches, that gratitude influences trust (Palmatier *et al.*, 2009). As suggested by Cialdini and Goldstein (2004) that gratitude and reciprocity are

Table 1. The Calculation of Average Variance Extracted

Construct	Σ Stand. factor loading ²	n	AVE
Donor gratitude (Gratitude)	2.082	3	0.692
Trust	2.173	4	0.543
Relationship commitment (RC)	1.693	4	0.423
Cooperation	2.204	5	0.441
Intention to redonate (Intention)	1.805	3	0.602

Table 2. Testing for Convergent Validity

Relation between Construct and Indicators	Standardized Regression Weights Estimate	Remark
g1 ← Gratitude	0.809	Valid
g2 ← Gratitude	0.870	Valid
g3 ← Gratitude	0.819	Valid
t1 ← Trust	0.673	Valid
t2 ← Trust	0.736	Valid
t3 ← Trust	0.790	Valid
t4 ← Trust	0.744	Valid
rc1 ← RC	0.578	Valid
rc2 ← RC	0.706	Valid
rc3 ← RC	0.673	Valid
rc4 ← RC	0.636	Valid
c1 ← Cooperation	0.591	Valid
c2 ← Cooperation	0.600	Valid
c3 ← Cooperation	0.576	Valid
c4 ← Cooperation	0.684	Valid
c5 ← Cooperation	0.657	Valid
i1 ← Intention	0.707	Valid
i2 ← Intention	0.860	Valid
i3 ← Intention	0.772	Valid

Table 3. The Calculation of Construct Reliability

Construct	$(\Sigma \text{ Stand. Factor Loading})^2$	Σe_i	$(\Sigma \text{ Stand. Factor Loading})^2 + (\Sigma e_i)$	CR	Remark
Gratitude	6.240	0.502	6.742	0.926	Reliable
Trust	8.661	1.057	9.718	0.891	Reliable
RC	6.744	1.403	8.147	0.828	Reliable
Cooperation	9.616	1.899	11.515	0.835	Reliable
Intention	5.382	0.680	6.062	0.888	Reliable

Table 4. Goodness of Fit

GOF Criterion	Result
Absolut Fit Measures:	
Chi-square (X^2)	440.254
Degree of freedom	145
Probability	0.000
GFI	0.919
RMSEA	0.063
RMR	0.018
Normed Chi-Square(CMIN/DF)	3.036
Incremental Fit Measures:	
NFI	0.890
CFI	0.923
TLI	0.910
Parsimony Fit Measures:	
AGFI	0.894
PNFI	0.755

Table 5. The Calculation for Structural Model

Hypothesis	Causal Relationship	Unstandardized Regression Coefficient	Standardized Regression Coefficient	t Value	Remark
H1	Gratitude → Trust	0.734	0.703	11.978	Significant
H2	Trust → RC	0.524	0.646	8.934	Significant
H3	RC → Cooperation	0.455	0.502	5.546	Significant
H4	RC → Intention	0.246	0.253	3.216	Significant
H5	Trust → Cooperation	0.121	0.165	2.214	Significant
H6	Trust → Intention	0.144	0.183	1.847	Significant
H7	Gratitue → Intention	0.078	0.095	1.247	Not Significant

essential to motivate the customer to build trust with the organization. It is also similar to that expressed by Dunn and Schweizer (2005), positive emotions such as gratitude significant effect on the increase in trust.

The results of in-depth interviews with a number of respondents obtained findings that, in reality the relationship between donors and philanthropic organizations, acquired by the customer (contributor) of the organization is in the form of something that is not real (intangible), so the emergence of gratitude contributor the organization, because the organization through donors could channel aid to those in need without the contributor feel bothered. The result of H2 testing is significant, meaning that the presence of donor

trust in philanthropy organizations led them to commit to the organization. The importance of trust in the relationship between donors and organizations is because donors do not directly feel the result of a nonprofit organization (MacMillan *et al.*, 2005). In a relationship, when trust exists, most likely the level of commitment will also be high (Geyskens *et al.*, 1999 in Fruchter and Sigue, 2004).

This suggests that trust and commitment in nonprofit organizations is also a central issue in establishing relationship with donors. Morgan and Hunt (1984) describe that trust and commitment are the core of relationship marketing. The findings of this research is not different from previous researches in both the profit-

oriented organizations (Morgan and Hunt 1984; Achrol 1991; Moorman *et al.*, 1992, Smith 1998) and nonprofit organizations (Garbarino and Johnson, 1999; Sargeant and Lee, 2004).

The next hypothesis is to test the effect of relationship commitment on cooperation (H3). The analysis results show that this hypothesis is supported. Donor commitment to continue to relate to philanthropic organizations apparently affected donor willingness to cooperate with the organization. That is, based on the commitment to contribute to the organization, then to further their involvement in the various activities undertaken by the organization is possible. This is consistent with the findings of Morgan and Hunt (1994) which states that the exchange partner who has a relationship commitment will cooperate with the other members and the organization. It was because he wanted to make the relationship going.

The research results provide meaning that the presence of relationship commitment in philanthropic organization, it allows donors to perform various forms of cooperation may be made by the donors. These include the possibility of cooperation, willingness to provide feedback about the distribution of the target recipients of donations and willingness to make a contribution in the form of energy and mind. In addition, there is also the possibility that a willingness to become partners. The other possibility that occurs is the willingness of a committee on the activities organized by philanthropic management organization and willingness to positive word of mouth. This is consistent with the description of Palmatier *et al.* (2006), cooperation is a relationship marketing output reciprocal. Thus, the findings of this research in line with exchange theory proposed by Fruchter and Sigue (2004). They explained that the social impulse on relationship commitment comes from the theory of social exchange. According to them, are related parties to evaluate their relationships in a behavioral context.

The finding of testing on H4 show that relationship commitment have a significant influence on intention to redonate. The findings in this study is in accordance to the argument Naskrent and Siebelt (2011) that commitment as a core variable in influencing donors to redonate, as well as lead donor to have a stronger desire to continue the exchange relationship. This finding also supports previous researches conducted by Dwyer *et al.*, (1987) and Waters (2008). Thus, the finding of this study can be concluded that the role of relationship investment in nonprofit organizations in the context of relationship marketing is very important, not forgetting to put the trust and relationship commitment variable as mediating

variables, such as the results of research conducted by Morgan and Hunt (1994) about the Key Mediating Variables (KMV).

The test results showed that the H5 positive effect of trust on cooperation. Based on the analysis, it can be seen that this hypothesis is supported. This research results in line with the findings of previous research (Anderson and Narus, 1990; Moorman *et al.*, 1992, Morgan and Hunt, 1994; Doney and Cannon, 1997), which explained that the trust has a positive effect on cooperation. The trust that had been built in the minds of the donors are a very important asset for managing philanthropic organizations. This is because trust is what makes the organization can direct donors to be willing to cooperate with the organization. Saavedra *et al.*, (2010) suggested that a donors will decide willing to work or not based on the picture they received and their assessment strategies.

Cooperation is in common or coordinated action undertaken by the company in an interdependent relationship, to achieve the output of shared interests and to the interests of individuals reciprocally over time (Anderson and Narus, 1990). The cooperation among donors and organizations into something very useful, especially for organizations. This is related to the loyalty and sincerity of the contributors to remain related with the organization in the future. This is in line with that proposed by Rindfleisch (2000) which states that in the last two decades, the trust has emerged as a central issue for the purpose of achieving interorganizational collaboration.

The tests on the H6 is supported, meaning that a sense of trust that has been embedded in the minds of the donors lead their intention to redonate to philanthropy organizations. This supports previous research findings that the donors to the high level of trust will make intention to redonate at the future time (Garbarino and Johnson, 1999; Waters, 2008; Camarero and Garrido, 2011; Naskrent and Siebelt, 2011).

Test results for H7 is not supported. The impact of gratitude on the intention to redonate is indirect, that is through the mediator variable, namely trust. It means that the donor who was grateful to the organization will cause donors to redonate when donors have trust in the organization. This further confirms the important role of the variables of trust in relationship marketing in nonprofit organizations as expressed by Garbarino and Johnson (1999), MacMillan *et al.*, (2005) and Waters (2008). This finding is in contrast to the findings of research conducted by Palmatier *et al.* (2009) in profit-oriented organizations, to get the findings that gratitude significant influence to customer purchase intention.

CONCLUSIONS AND RESEARCH IMPLICATIONS

From 7 hypothesis proposed in this study, as many as 6 hypothesis are supported, namely H1, H2, H3, H4, H5, and H6. And 1 hypothesis not supported is H7. The contributions of this study on the social exchange theory and the concept of relationship marketing is that the theory and the concept is not only suitable for profit organization. However, the theory and the concept is also suitable for nonprofit organization. Another theoretical contribution is related to the development of measures to cooperation construct, because in the previous studies carried out in the organization profit, while this study nonprofit organization.

Based on the results of this research that managers of philanthropic organizations can optimize their relationships with donors by looking at the variables that affect the intention to redonate, and the variables that affect the willingness of donors to cooperation with the organization. The trust and relationship commitment are an important point in keeping the relationship between the organization and donors. The trust is influenced by donor gratitude. The results of the analysis indicate that the willingness of donors to work with the organizations affected by the trust and relationship commitment. The trust and relationship commitment also affect intention to redonate in the organization in the future. Donor's willingness to cooperate with the organization and intention to redonate are two things that are needed by the organization.

In this study, questionnaire development as an instrument for measuring the cooperation construct. As the developer of the first on the constructs, it is possible the emergence of deficiency or weakness. Given measurement constructs such an early stage, because this new activity performed for the first time, it is recommended for further researchers need to validate it again in order to have a truly measuring this constructs are robust.

In this study, data were collected with cross-sectional, therefore caution is necessary in making conclusions causal relationship between the study variables were tested in the research model. Further study is recommended to do a range of different time in investigating causal relationships between variables, so it is possible can get better results in testing causal relationships between variables of the study.

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