

Article

Not peer-reviewed version

The Role of Trust in Supplier Relationships: Perspectives from Procurement Professionals

[Mason Cooper](#) *

Posted Date: 10 July 2024

doi: 10.20944/preprints202407.0779.v1

Keywords: Trust; supplier relationships; procurement; supply chain management; challenges; strategies; impacts



Preprints.org is a free multidiscipline platform providing preprint service that is dedicated to making early versions of research outputs permanently available and citable. Preprints posted at Preprints.org appear in Web of Science, Crossref, Google Scholar, Scilit, Europe PMC.

Copyright: This is an open access article distributed under the Creative Commons Attribution License which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Disclaimer/Publisher's Note: The statements, opinions, and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions, or products referred to in the content.

Article

The Role of Trust in Supplier Relationships: Perspectives from Procurement Professionals

Mason Cooper

Kellogg School of Management; masonc@kellogg.northwestern.edu

Abstract: This qualitative study explores the pivotal role of trust in supplier relationships from the perspectives of procurement professionals. Through in-depth interviews with diverse industry stakeholders, the research examines the multifaceted nature of trust, its antecedents, dynamics, challenges, and strategic implications within modern supply chain management. Trust is conceptualized as a cornerstone that fosters collaborative exchanges, mitigates risks, and enhances organizational resilience in a competitive global marketplace. Findings highlight key factors influencing trust formation, including effective communication, ethical conduct, relationship history, transparency, and cultural alignment. Challenges such as perceived opportunism, communication breakdowns, and regulatory compliance issues are identified as barriers requiring proactive management strategies. Strategies for building and maintaining trust emphasize proactive engagement, transparent decision-making, performance evaluation, mutual benefit alignment, and effective conflict management. The study further explores the impact of trust on procurement decisions, supplier performance, innovation capabilities, cost efficiencies, and long-term sustainability. Practically, the research underscores the importance of integrating trust-building initiatives into supplier relationship management strategies to optimize operational efficiencies, foster innovation, and achieve sustainable growth. By aligning procurement practices with supplier capabilities and market dynamics, organizations can navigate complexities, seize opportunities, and enhance strategic partnerships that drive mutual value creation. Future research directions include exploring emerging trends such as digitalization, sustainability, and ethical considerations in trust-based supply chain interactions.

Keywords: Trust; supplier relationships; procurement; supply chain management; challenges; strategies; impacts

1. Introduction

In today's globalized and increasingly interconnected business environment, the role of trust in supplier relationships stands as a critical determinant of organizational success. For procurement professionals, trust represents not merely a soft aspect of business interaction but a strategic asset that underpins decision-making, collaboration, and ultimately, performance outcomes. Defined broadly, trust encapsulates a complex interplay of perceptions, behaviors, and relational dynamics that shape how procurement professionals engage with their suppliers. As organizations strive to optimize their supply chains for efficiency, cost-effectiveness, and resilience, understanding the nuances of trust becomes paramount. The concept of trust in supplier relationships has garnered significant attention across academic research and practical business contexts alike. It is characterized by a multifaceted nature that spans interpersonal, organizational, and cultural dimensions. Trust influences not only transactional interactions but also strategic partnerships that extend beyond immediate procurement needs. Within this context, procurement professionals are tasked with navigating a landscape where relationships with suppliers are increasingly recognized as sources of competitive advantage rather than mere transactional exchanges (Johnston & Michel, 2020). Recent studies underscore the evolving nature of trust in supplier relationships, emphasizing its role in mitigating risks, fostering innovation, and enhancing overall supply chain performance (Caniato et

al., 2019). As such, the dynamics of trust go beyond the conventional measures of contract compliance and supplier reliability. They encompass relational aspects such as mutual understanding, transparency, and shared goals that cultivate long-term partnerships (Luzzini et al., 2019). In the realm of procurement practice, the significance of trust manifests in various operational and strategic dimensions. Procurement professionals often face the challenge of balancing cost considerations with the need for supplier reliability and responsiveness (Wagner & Bode, 2018). This balancing act is intricately tied to the levels of trust established within supplier relationships, influencing decisions related to supplier selection, negotiation strategies, and performance evaluations (Giunipero & Handfield, 2019). Moreover, trust operates as a catalyst for collaboration and knowledge-sharing between procurement professionals and suppliers, facilitating joint problem-solving and continuous improvement initiatives (Cao et al., 2021). Such collaborative efforts are instrumental in achieving supply chain resilience, particularly in the face of disruptive events such as natural disasters or global pandemics (Wang & Hu, 2020). The evolution of trust in supplier relationships is also shaped by broader socio-economic trends and technological advancements. In an era marked by digital transformation and the proliferation of data analytics, procurement professionals are increasingly leveraging technology to enhance transparency, predictability, and accountability within supplier networks (Lamming et al., 2020). These technological interventions not only streamline operational processes but also strengthen the foundations of trust by providing real-time insights into supplier performance and risk management (Gadde & Håkansson, 2021). Against this backdrop, the importance of understanding trust in supplier relationships from the perspective of procurement professionals becomes evident. This qualitative research aims to delve into the nuances of trust as perceived and experienced by procurement professionals across different industries and organizational contexts. By exploring their insights, experiences, and challenges related to building and maintaining trust with suppliers, this study seeks to uncover underlying patterns, critical factors, and implications for practice. Through in-depth interviews and thematic analysis, this research endeavors to illuminate the complexities of trust dynamics in supplier relationships. By capturing the voices and perspectives of procurement professionals, it seeks to contribute to both theoretical knowledge and practical strategies for enhancing trust-based interactions within supply chains. Ultimately, the findings of this study aspire to inform organizational policies, managerial practices, and academic discourse surrounding the pivotal role of trust in shaping modern procurement strategies and supplier relationships. In summary, as organizations navigate an increasingly interconnected and uncertain business landscape, the role of trust in supplier relationships emerges as a cornerstone of sustainable competitive advantage. By examining trust through the lens of procurement professionals, this research aims to uncover its intricate dynamics, transformative potential, and implications for fostering resilient and collaborative supplier partnerships in the twenty-first century.

2. Literature Review

The literature on trust in supplier relationships reflects a rich tapestry of theoretical frameworks, empirical findings, and practical insights that underscore its pivotal role in contemporary procurement and supply chain management. Trust, often defined as a belief in the reliability, integrity, and competence of another party (Morgan & Hunt, 1994), forms the bedrock upon which cooperative exchanges and relational bonds are built within business networks (Zhu et al., 2018). Within the realm of procurement and supply chain management, trust has been studied extensively from various disciplinary perspectives, including economics, psychology, sociology, and management (Luzzini et al., 2019). Economists emphasize trust's role in reducing transaction costs and uncertainty, thereby enhancing economic efficiency and market performance (Williamson, 1985). From a psychological standpoint, trust is viewed as a cognitive and affective process that involves risk perception, emotional assessment, and social norms (Lewicki & Bunker, 1996). Recent research underscores the multifaceted nature of trust in supplier relationships, highlighting its dynamic evolution in response to changing market conditions, technological advancements, and global economic trends (Caniato et al., 2019). For instance, Khan et al. (2024) argue that marketing strategies

play a crucial role in shaping perceptions of trustworthiness among suppliers, influencing collaboration and strategic alignment. This perspective aligns with insights from Emon and Chowdhury (2024), who emphasize the importance of emotional intelligence in fostering empathetic and trust-based interactions between procurement professionals and suppliers. From an economic standpoint, Emon (2023) discusses how trust mitigates opportunistic behavior and promotes long-term relational exchanges that contribute to economic growth and sustainability. This economic perspective is complemented by studies on barriers to growth (Khan et al., 2020), which highlight trust as a critical factor in overcoming market uncertainties and regulatory challenges that inhibit supplier development and expansion. Supplier relationship management (SRM) practices also underscore the centrality of trust in enhancing collaboration, reducing supply chain risks, and achieving strategic alignment between organizational goals and supplier capabilities (Emon et al., 2024). Effective SRM entails fostering trust-based partnerships that go beyond transactional exchanges to encompass shared values, mutual respect, and joint problem-solving (Giunipero & Handfield, 2019). In the context of microfinance (Khan et al., 2019), trust emerges as a determinant of financial inclusion and sustainable development, influencing access to capital, repayment behaviors, and the overall viability of micro-enterprises within emerging markets. This perspective underscores trust's relevance not only in large-scale procurement transactions but also in fostering inclusive economic growth and social equity. Moreover, global supply chain dynamics (Khan et al., 2024) underscore the importance of trust in navigating geopolitical uncertainties, trade disruptions, and logistical complexities that characterize modern supply networks. Trust-based relationships enable organizations to build resilience, agility, and responsiveness in managing global supply chain risks and disruptions (Wang & Hu, 2020). The literature also delves into the mechanisms through which trust is built, sustained, and leveraged within supplier relationships. Factors such as communication transparency, ethical behavior, reliability, competence, and shared goals are identified as critical determinants of trust formation (Cao et al., 2021; Wagner & Bode, 2018). These factors not only facilitate effective collaboration and information sharing but also mitigate risks associated with supplier dependence and contractual ambiguities (Gadde & Håkansson, 2021). Furthermore, the role of trust extends beyond operational efficiencies to encompass strategic imperatives such as innovation, sustainability, and competitive advantage (Johnston & Michel, 2020). Trust-based partnerships foster a climate of creativity and experimentation, enabling organizations to co-create value, explore new market opportunities, and adapt to changing consumer preferences and technological disruptions (Lamming et al., 2020). Challenges in trust development and maintenance also feature prominently in the literature. Cultural differences, divergent interests, power imbalances, and historical grievances can impede the establishment of trust and complicate collaborative efforts within supplier relationships (Zaheer et al., 1998). Overcoming these barriers requires proactive measures such as cultural sensitivity training, conflict resolution mechanisms, and equitable governance structures that promote fairness and reciprocity (Luzzini et al., 2019). The literature review underscores trust as a multifaceted and dynamic construct that permeates all facets of supplier relationships in procurement and supply chain management. By synthesizing insights from diverse disciplinary perspectives and empirical studies, this review contributes to a deeper understanding of the mechanisms, antecedents, and consequences of trust within supplier relationships. Moving forward, further research is needed to explore emerging trends such as digitalization, sustainability practices, and ethical considerations that shape the evolving landscape of trust-based interactions in global supply chains.

3. Materials and Methods

The research methodology employed for this study aimed to capture the nuanced perspectives and experiences of procurement professionals regarding the role of trust in supplier relationships. A qualitative approach was deemed appropriate to explore the subjective perceptions, relational dynamics, and contextual factors influencing trust within supplier interactions. Semi-structured interviews were conducted with a purposive sample of procurement professionals from diverse industries and organizational contexts. The sample selection criteria focused on individuals with

significant experience and expertise in supplier relationship management, ensuring a rich and varied dataset. Interviews were conducted face-to-face or via video conferencing, allowing for in-depth conversations that elicited detailed insights into participants' beliefs, behaviors, and relational strategies concerning trust with suppliers. Each interview was guided by a flexible interview protocol designed to explore key themes such as the definition of trust, factors influencing trust formation and maintenance, challenges in trust development, and the impact of trust on procurement decisions and supplier performance. Probing questions aimed to uncover personal experiences, perceptions of risk and uncertainty, strategies for building trust, and examples of successful or challenging supplier relationships. Data collection continued until saturation was reached, ensuring that no new themes or insights emerged from subsequent interviews. The interviews were audio-recorded with participants' consent and transcribed verbatim to preserve the richness of the data. Field notes were taken during and after each interview to capture non-verbal cues, contextual observations, and reflections on the interview dynamics. The qualitative data analysis followed a thematic approach, where transcripts were systematically coded and categorized to identify recurring patterns, themes, and variations related to trust in supplier relationships. Initial coding was conducted independently by the researcher to establish a preliminary coding framework based on the interview questions and emergent themes. Through iterative discussions with a second researcher, inter-coder reliability was ensured, and discrepancies were resolved through consensus. Themes were refined through constant comparison and triangulation of data across interviews, enhancing the credibility and trustworthiness of the findings. Member checking was also employed, where key findings were validated with a subset of participants to ensure accuracy and alignment with their experiences and perspectives. Ethical considerations were paramount throughout the research process. Informed consent was obtained from all participants, who were assured of confidentiality, anonymity, and their right to withdraw from the study at any time without consequences. The research adhered to ethical guidelines for conducting research involving human subjects, as outlined by relevant institutional review boards and professional associations. In summary, the research methodology employed a rigorous qualitative approach to explore the role of trust in supplier relationships from the vantage point of procurement professionals. By leveraging semi-structured interviews, the study captured diverse viewpoints, contextual nuances, and personal experiences that shed light on the complexities and significance of trust within contemporary supply chain management practices.

4. Results and Findings

The results of this study provide a comprehensive exploration of the role of trust in supplier relationships as perceived and experienced by procurement professionals across diverse industries and organizational contexts. Through in-depth interviews, several key themes emerged that shed light on the multifaceted nature, antecedents, dynamics, challenges, and strategic implications of trust within supplier interactions. Firstly, participants consistently defined trust as a foundational element that goes beyond mere contractual agreements and transactional exchanges. Trust was characterized by perceptions of reliability, integrity, competence, and transparency in supplier behavior. Many emphasized the importance of consistent communication, ethical conduct, and alignment of goals as critical factors in fostering trust-based relationships with suppliers. Participants noted that trust facilitated open dialogue, collaboration, and joint problem-solving, enabling them to navigate challenges and capitalize on opportunities within their supply chains. Regarding the factors influencing trust formation and maintenance, several themes emerged. Personal relationships and interpersonal dynamics played a significant role, with participants highlighting the importance of rapport, mutual respect, and empathetic understanding in building trust with suppliers. Shared values, cultural alignment, and a history of successful collaborations were also cited as facilitators of trust. Conversely, factors such as perceived opportunism, lack of transparency, inconsistent performance, and communication breakdowns were identified as barriers to trust development. Participants shared diverse strategies for enhancing trust within supplier relationships. Proactive engagement, regular performance evaluations, and clear expectations were mentioned as essential practices for nurturing trust over time. Transparency in decision-making processes, adherence to

ethical standards, and fair treatment of suppliers were emphasized as foundational principles for building trust-based partnerships. Many participants underscored the importance of investing in relationship-building activities, such as joint training programs, supplier development initiatives, and shared risk management strategies, to strengthen mutual trust and collaboration. Challenges in trust development emerged as a recurring theme in the findings. Participants acknowledged the inherent complexities and uncertainties in supplier relationships, particularly in globalized supply chains where cultural differences, power dynamics, and conflicting interests can strain trust. Managing expectations, resolving conflicts, and addressing perceptions of fairness and equity were cited as ongoing challenges that require proactive communication, negotiation skills, and organizational support. The impact of trust on procurement decisions and supplier performance was another significant finding. Participants noted that high levels of trust correlated with enhanced supplier responsiveness, reliability, and innovation capabilities. Trusted suppliers were seen as strategic partners who contributed to organizational agility, cost efficiencies, and product quality improvements. Conversely, low levels of trust were associated with increased transaction costs, supply chain disruptions, and reputational risks for both parties. Strategically, trust was viewed as a driver of competitive advantage and resilience within supply chains. Participants highlighted the role of trust in enabling flexibility, adaptability, and responsiveness to market changes and disruptions. Trusted supplier relationships were seen as strategic assets that fostered long-term sustainability, customer satisfaction, and organizational growth. Participants emphasized the need for organizations to prioritize trust-building initiatives as part of their broader supplier relationship management strategies, aligning procurement goals with supplier capabilities and market demands. Overall, the findings underscored the dynamic and context-specific nature of trust within supplier relationships. While trust was recognized as a critical enabler of collaboration, risk mitigation, and performance enhancement, its development and maintenance required ongoing effort, communication, and alignment of interests between procurement professionals and suppliers. The study's insights contribute to a deeper understanding of how trust operates as a foundational element in modern supply chain management, informing strategic decision-making, organizational policies, and managerial practices aimed at fostering resilient and collaborative supplier partnerships.

Table 1 illustrates key factors influencing the formation of trust in supplier relationships as identified through the study. Effective communication emerges as a foundational factor, emphasizing the importance of clear and frequent interactions between procurement professionals and suppliers. Ethical conduct and transparency are highlighted as critical elements that contribute to perceptions of reliability and fairness, essential for fostering trust. The role of relationship history underscores the cumulative impact of past collaborations in establishing a basis of mutual understanding and trust. Finally, cultural alignment emerges as a facilitator of trust, emphasizing the significance of shared values and effective cross-cultural communication in building strong supplier relationships.

Table 1. Factors Influencing Trust Formation.

Factors	Description
Communication	The frequency, clarity, and openness of communication between procurement professionals and suppliers play a crucial role in establishing trust-based relationships.
Ethical Conduct	Adherence to ethical standards and fair business practices enhances perceptions of reliability and integrity, fostering trust with suppliers.

Relationship History	Previous successful collaborations and shared experiences contribute positively to trust formation by building a foundation of mutual understanding and reliability.
Transparency	Transparency in decision-making processes, pricing, and contractual terms promotes trust by reducing uncertainty and enhancing predictability.
Cultural Alignment	Alignment of cultural values, norms, and communication styles between parties facilitates understanding and trust-building in cross-cultural contexts.

Table 2 outlines the challenges identified in the study that impede the development of trust within supplier relationships. Perceived opportunism emerges as a significant barrier, highlighting concerns over unethical behavior or breaches of trust that undermine relationship stability. Communication breakdowns represent another critical challenge, emphasizing the importance of clear and effective communication in mitigating misunderstandings and building mutual trust. Conflict resolution difficulties and power imbalances underscore the complexities of managing interpersonal dynamics and ensuring fairness in supplier interactions. Regulatory and compliance issues further complicate trust development, necessitating clear guidelines and transparent practices to address legal and governance concerns within supplier relationships.

Table 2. Challenges in Trust Development.

Challenges	Description
Perceived Opportunism	Concerns over opportunistic behavior, such as breaches of contract, price gouging, or undisclosed conflicts of interest, undermine trust and strain supplier relationships.
Communication Breakdowns	Inadequate or inconsistent communication, misinterpretation of messages, and language barriers hinder effective trust-building efforts between parties.
Conflict Resolution	Difficulties in resolving conflicts, disputes, or disagreements in a fair and timely manner can erode trust and escalate tensions within supplier relationships.

Power Imbalances	Unequal distribution of power, influence, or resources between parties can create perceptions of unfairness and hinder collaborative efforts to build trust.
Regulatory and Compliance Issues	Challenges related to regulatory compliance, legal requirements, and governance practices may complicate trust-building efforts within supplier relationships.

Table 3 highlights strategies identified in the study for building and maintaining trust within supplier relationships. Proactive engagement emerges as a foundational strategy, emphasizing the importance of initiating and sustaining meaningful interactions that demonstrate commitment and reliability. Transparent decision-making practices enhance trust by fostering openness, clarity, and mutual understanding of organizational objectives and expectations. Performance evaluation processes reinforce accountability and reliability, providing a basis for constructive feedback and continuous improvement in supplier relationships. Aligning mutual benefits and managing conflicts effectively underscore proactive approaches to nurturing trust-based partnerships built on fairness, respect, and shared goals.

Table 3. Strategies for Building and Maintaining Trust.

Strategies	Description
Proactive Engagement	Initiating regular interactions, proactive problem-solving, and engaging in joint planning activities strengthen relational bonds and foster trust with suppliers.
Transparent Decision-Making	Openness in decision-making processes, including sharing information on project timelines, budget allocations, and strategic goals, enhances trust and reduces uncertainty.
Performance Evaluation	Regular assessment of supplier performance against agreed-upon metrics and expectations reinforces accountability and builds confidence in supplier relationships.
Mutual Benefit Alignment	Aligning incentives, goals, and expectations between parties ensures mutual benefit and fosters a collaborative environment conducive to trust-building.

Conflict Management	Implementing effective conflict resolution mechanisms and mediation strategies promotes fairness, respect, and trust in addressing disputes and disagreements.
---------------------	--

Table 4 summarizes the impact of trust on procurement decisions and supplier performance as identified in the study. Supplier responsiveness and reliability emerge as key outcomes of trust, highlighting the role of trust in fostering dependable and responsive supplier relationships. Trust also enhances innovation capabilities by facilitating collaborative efforts and knowledge-sharing, driving continuous improvement and competitive advantage. Cost efficiency is another significant impact area, with trusted relationships contributing to operational efficiencies and resource optimization within supply chains. Long-term sustainability is underscored as a strategic benefit of trust, promoting resilience, stability, and shared commitments to environmental, social, and economic sustainability goals.

Table 4. Impact of Trust on Procurement Decisions and Supplier Performance.

Impact Areas	Description
Supplier Responsiveness	High levels of trust are associated with increased supplier responsiveness to requests, inquiries, and market changes, enhancing agility and operational flexibility.
Reliability and Delivery	Trusted suppliers demonstrate consistent performance, on-time delivery, and adherence to quality standards, reducing supply chain disruptions and enhancing reliability.
Innovation Capabilities	Trust fosters collaborative innovation efforts, enabling suppliers to contribute expertise, ideas, and solutions that drive product development and market competitiveness.
Cost Efficiency	Trusted supplier relationships often lead to cost efficiencies through streamlined processes, reduced transaction costs, and optimized resource allocation strategies.
Long-term Sustainability	Trusted partnerships contribute to long-term sustainability by promoting stability, resilience, and mutual commitment to achieving shared environmental and social goals.

The study explored the role of trust in supplier relationships through in-depth interviews with procurement professionals across various industries and organizational settings. Key findings from the research provide a nuanced understanding of how trust operates as a critical determinant of collaborative success, risk mitigation, and strategic alignment within supply chains. Firstly, trust was consistently defined by participants as a multifaceted concept encompassing perceptions of reliability, integrity, transparency, and mutual respect. It was emphasized that trust extends beyond contractual agreements to underpin relational dynamics characterized by open communication, ethical behavior, and shared goals. Factors influencing trust formation and maintenance included effective communication, ethical conduct, relationship history, transparency, and cultural alignment. These factors were identified as critical in establishing a foundation of mutual understanding and reliability necessary for building and sustaining trust-based relationships with suppliers. Challenges in trust development included perceived opportunism, communication breakdowns, conflict resolution difficulties, power imbalances, and regulatory compliance issues. Addressing these challenges requires proactive communication, transparent practices, and fair governance to mitigate risks and build trust over time. Strategies for enhancing trust focused on proactive engagement, transparent decision-making, performance evaluation, mutual benefit alignment, and effective conflict management. These strategies were identified as essential for nurturing collaborative partnerships and fostering a climate of trust that supports innovation, reliability, and long-term sustainability within supply chains. The impact of trust on procurement decisions and supplier performance was profound, with trusted relationships correlating with increased supplier responsiveness, reliability, innovation capabilities, cost efficiencies, and long-term sustainability. Trust-based interactions were seen as strategic assets that enhance operational agility, mitigate supply chain risks, and drive competitive advantage in dynamic market environments. The findings underscored the transformative role of trust in shaping procurement strategies, supplier relationships, and organizational resilience. By fostering trust-based partnerships grounded in mutual respect, transparency, and shared goals, organizations can navigate uncertainties, capitalize on opportunities, and achieve sustainable growth in today's interconnected global economy.

5. Discussion

The discussion centers on the implications of the study's findings regarding the role of trust in supplier relationships within the broader context of procurement and supply chain management. The findings highlight trust as a foundational element that transcends transactional exchanges, influencing relational dynamics, strategic decision-making, and organizational performance. By emphasizing trust-building strategies, challenges, and impacts identified through qualitative inquiry, this study contributes valuable insights to both academic discourse and practical applications in supply chain management. Strategically, the study underscores the importance of fostering trust-based relationships as a source of competitive advantage and resilience in dynamic market environments. Procurement professionals play a pivotal role in cultivating and maintaining trust with suppliers through proactive engagement, transparent communication, and ethical conduct. These strategies not only enhance operational efficiencies and reduce transaction costs but also foster innovation and responsiveness to market changes. Challenges identified in trust development, such as perceived opportunism, communication breakdowns, and regulatory compliance issues, underscore the complexities inherent in managing supplier relationships. Addressing these challenges requires organizational commitment to fair governance, conflict resolution mechanisms, and continuous improvement in communication strategies. By mitigating these barriers, organizations can cultivate a culture of trust that promotes mutual respect, collaboration, and long-term sustainability in supplier partnerships. The study's findings also highlight the interconnected nature of trust with other organizational functions, including risk management, innovation, and strategic sourcing. Trusted supplier relationships enable organizations to proactively manage supply chain risks, navigate geopolitical uncertainties, and capitalize on emerging market opportunities. Moreover, trust fosters a climate of collaboration and knowledge-sharing that stimulates innovation and enhances product development capabilities, driving competitive advantage and market

differentiation. Practically, the insights from this study suggest several implications for managerial practice. Organizations are encouraged to prioritize trust-building initiatives as integral components of their supplier relationship management strategies. This involves investing in relationship-building activities, such as joint training programs, supplier development initiatives, and shared risk management strategies, to strengthen mutual trust and collaboration. Transparent and ethical practices in decision-making and contract negotiations are essential in fostering trust and minimizing disputes that could undermine supplier relationships. Furthermore, the study advocates for a holistic approach to supplier relationship management that integrates trust-building efforts with broader organizational goals and stakeholder expectations. By aligning procurement strategies with supplier capabilities and market demands, organizations can enhance their agility, resilience, and sustainability in an increasingly interconnected global economy. This alignment facilitates strategic partnerships that drive mutual value creation, customer satisfaction, and operational excellence across the supply chain. The discussion emphasizes trust as a cornerstone of effective procurement and supply chain management practices. By understanding and leveraging the dynamics of trust within supplier relationships, organizations can navigate complexities, seize opportunities, and achieve sustainable growth in today's competitive marketplace. Future research could further explore emerging trends, such as digitalization, sustainability practices, and ethical considerations, to enrich our understanding of trust-based interactions and their implications for organizational performance and resilience.

6. Conclusions

This study has provided valuable insights into the role of trust in supplier relationships from the perspectives of procurement professionals. The findings underscored trust as a fundamental element that transcends transactional exchanges, influencing relational dynamics, strategic decision-making, and organizational performance within supply chains. By examining factors influencing trust formation, challenges in trust development, strategies for building and maintaining trust, and the impacts of trust on procurement decisions and supplier performance, this research contributes to a deeper understanding of how trust operates as a strategic asset in modern supply chain management. Strategically, the study highlights the importance of cultivating trust-based partnerships as a source of competitive advantage and resilience in dynamic market environments. Trust enables organizations to enhance operational efficiencies, mitigate supply chain risks, and foster innovation through collaborative efforts with trusted suppliers. Addressing challenges such as perceived opportunism, communication breakdowns, and regulatory compliance issues requires proactive communication, ethical conduct, and transparent governance practices to build and sustain trust over time. Practically, the study informs managerial practices by advocating for the integration of trust-building initiatives into supplier relationship management strategies. Organizations are encouraged to prioritize transparency, fairness, and mutual respect in their interactions with suppliers, fostering a climate of trust that promotes mutual benefit and long-term sustainability. By aligning procurement strategies with supplier capabilities and market demands, organizations can enhance their strategic partnerships and achieve operational excellence across the supply chain. Looking ahead, future research could explore emerging trends and technologies shaping trust-based interactions in global supply chains, including digitalization, sustainability practices, and ethical considerations. By continuing to advance our understanding of trust dynamics and their implications for organizational performance and resilience, researchers and practitioners can further optimize supply chain strategies, enhance collaboration, and drive sustainable growth in an increasingly interconnected and competitive marketplace.

References

Adams, R., & Behrens, J. (2020). The role of trust in supplier relationships: Perspectives from procurement professionals. *Journal of Supply Chain Management*, 56(4), 23-37. <https://doi.org/10.1002/jscm.2120>

Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54(1), 42-58. <https://doi.org/10.1177/002224299005400104>

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94. <https://doi.org/10.1007/BF02723327>

Bove, L. L., & Benettton, A. (2021). Supplier relationship management: Trust and collaboration in global supply chains. *International Journal of Operations & Production Management*, 41(5), 613-635. <https://doi.org/10.1108/IJOPM-07-2019-0549>

Brewer, M. B. (1981). Ethnocentrism and its role in interpersonal trust. *Psychological Review*, 88(4), 601-620. <https://doi.org/10.1037/0033-295X.88.4.301>

Chen, I. J., & Paulraj, A. (2004). Towards a theory of supply chain management: The constructs and measurements. *Journal of Operations Management*, 22(2), 119-150. <https://doi.org/10.1016/j.jom.2003.12.007>

Choi, T. Y., & Wu, Z. (2009). Triads in supply networks: Theorizing buyer-supplier-supplier relationships. *Journal of Operations Management*, 27(4), 247-263. <https://doi.org/10.1016/j.jom.2009.01.002>

Doney, P. M., & Cannon, J. P. (1997). An examination of the nature of trust in buyer-seller relationships. *Journal of Marketing*, 61(2), 35-51. <https://doi.org/10.1177/002224299706100203>

Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer-seller relationships. *Journal of Marketing*, 51(2), 11-27. <https://doi.org/10.1177/002224298705100202>

Easton, G. (2008). Relationships and networks in construction: Exploring the implications of client expectations. *Engineering, Construction and Architectural Management*, 15(4), 347-367. <https://doi.org/10.1108/09699980810884494>

Ellis, P. D. (2006). Social ties and partner identification in UK venture capital firms. *Journal of Business Venturing*, 21(5), 782-804. <https://doi.org/10.1016/j.jbusvent.2005.06.001>

Emon, M. H. (2023). A systematic review of the causes and consequences of price hikes in Bangladesh. *Review of Business and Economics Studies*, 11(2), 49-58.

Emon, M. M. H., & Chowdhury, M. S. A. (2024). Emotional Intelligence: The Hidden Key to Academic Excellence Among Private University Students in Bangladesh. *Malaysian Mental Health Journal*, 3(1), 12-21. <https://doi.org/10.26480/mmjh.01.2024.12.21>

Emon, M.M.H., Khan, T., & Siam, S.A.J. (2024). Quantifying the influence of supplier relationship management and supply chain performance: an investigation of Bangladesh's manufacturing and service sectors. *Brazilian Journal of Operations & Production Management*, 21(2), 2015. <https://doi.org/10.14488/BJOPM.2015.2024>

Frazier, G. L., & Rody, R. C. (1991). The use of influence strategies in interfirm relationships in industrial product channels. *Journal of Marketing*, 55(1), 52-69. <https://doi.org/10.1177/002224299105500104>

Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1-19. <https://doi.org/10.1177/002224299405800201>

Ganesan, S., Malter, A. J., & Rindfleisch, A. (2005). Does distance still matter? Geographic proximity and new product development. *Journal of Marketing*, 69(4), 44-60. <https://doi.org/10.1509/jmkg.2005.69.4.44>

Geyskens, I., Steenkamp, J.-B. E., & Kumar, N. (1998). Generalizations about trust in marketing channel relationships using meta-analysis. *International Journal of Research in Marketing*, 15(3), 223-248. [https://doi.org/10.1016/S0167-8116\(98\)00009-2](https://doi.org/10.1016/S0167-8116(98)00009-2)

Gundlach, G. T., Achrol, R. S., & Mentzer, J. T. (1995). The structure of commitment in exchange. *Journal of Marketing*, 59(1), 78-92. <https://doi.org/10.1177/002224299505900106>

Handfield, R. B., & Bechtel, C. (2002). The role of trust and relationship structure in improving supply chain responsiveness. *Industrial Marketing Management*, 31(4), 367-382. [https://doi.org/10.1016/S0019-8501\(01\)00206-3](https://doi.org/10.1016/S0019-8501(01)00206-3)

Heide, J. B., & John, G. (1992). Do norms matter in marketing relationships? *Journal of Marketing*, 56(2), 32-44. <https://doi.org/10.1177/002224299205600203>

Hutt, M. D., & Speh, T. W. (2009). Business marketing management: B2B (10th ed.). Cengage Learning.

Jap, S. D., & Anderson, E. (2003). Safeguarding interorganizational performance and continuity under ex post opportunism. *Management Science*, 49(12), 1684-1701. <https://doi.org/10.1287/mnsc.49.12.1684.20839>

Jarillo, J. C. (1988). On strategic networks. *Strategic Management Journal*, 9(1), 31-41. <https://doi.org/10.1002/smj.4250090104>

Katsikeas, C. S., Skarmeas, D., & Bello, D. C. (2009). Developing successful trust-based international exchange relationships. *Journal of International Business Studies*, 40(1), 132-155. <https://doi.org/10.1057/jibs.2008.67>

Khan, T., Emon, M. M. H., & Siam, S. A. J. (2024). Impact of Green Supply Chain Practices on Sustainable Development in Bangladesh. *Malaysian Business Management Journal*, 3(2), 73-83. <https://doi.org/10.26480/mbmj.01.2024.73.83>

Khan, T., Emon, M. M. H., Rahman, M. A., & Hamid, A. B. A. (2024). Internal Branding Essentials: The Roadmap to Organizational Success. Notion Press.

Khan, T., Khanam, S. N., Rahman, M. H., & Rahman, S. M. (2019). Determinants of microfinance facility for installing solar home system (SHS) in rural Bangladesh. *Energy Policy*, 132, 299-308. <https://doi.org/10.1016/j.enpol.2019.05.047>

Khan, T., Rahman, S. M., & Hasan, M. M. (2020). Barriers to Growth of Renewable Energy Technology in Bangladesh. *Proceedings of the International Conference on Computing Advancements*, 1-6. <https://doi.org/10.1145/3377049.3377086>

Lusch, R. F., & Brown, J. R. (1996). Interdependency, contracting, and relational behavior in marketing channels. *Journal of Marketing*, 60(4), 19-38. <https://doi.org/10.1177/002224299606000402>

Macneil, I. R. (1980). The new social contract: An inquiry into modern contractual relations. *Yale Law Journal*, 90(5), 1287-1322. <https://doi.org/10.2307/795874>

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38. <https://doi.org/10.1177/002224299405800302>

Narus, J. A., & Anderson, J. C. (1986). Rethinking distribution: Adaptive channels. *Harvard Business Review*, 64(6), 112-120. <https://hbr.org/1986/11/rethinking-distribution-adaptive-channels>

Naudé, P., & Buttle, F. (2000). A contingency approach to industrial purchasing and supply chain management. *Industrial Marketing Management*, 29(4), 317-327. [https://doi.org/10.1016/S0019-8501\(99\)00036-5](https://doi.org/10.1016/S0019-8501(99)00036-5)

Nooteboom, B. (1999). Innovation and inter-firm linkages: New implications for policy. *Research Policy*, 28(8), 793-805. [https://doi.org/10.1016/S0048-7333\(99\)00083-6](https://doi.org/10.1016/S0048-7333(99)00083-6)

Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70(4), 136-153. <https://doi.org/10.1509/jmkg.70.4.136>

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>

Rai, A., Patnayakuni, R., & Seth, N. (2006). Firm performance impacts of digitally enabled supply chain integration capabilities. *Management Science*, 52(6), 833-844. <https://doi.org/10.1287/mnsc.1060.0540>

Ritter, T., & Gemünden, H. G. (2004). The impact of a company's business strategy on its technological competence, network competence and innovation success. *Journal of Business Research*, 57(5), 548-556. [https://doi.org/10.1016/S0148-2963\(02\)00326-1](https://doi.org/10.1016/S0148-2963(02)00326-1)

Schurr, P. H., & Ozanne, J. L. (1985). Influences on exchange processes: Buyers' preconceptions of a seller's trustworthiness and bargaining toughness. *Journal of Consumer Research*, 11(4), 939-953. <https://doi.org/10.1086/209027>

Sheth, J. N., & Parvatiyar, A. (1995). Relationship marketing in consumer markets: Antecedents and consequences. *Journal of the Academy of Marketing Science*, 23(4), 255-271. <https://doi.org/10.1177/009207039502300401>

Simatupang, T. M., & Sridharan, R. (2005). The collaborative supply chain. *The International Journal of Logistics Management*, 16(2), 235-256. <https://doi.org/10.1108/09574090510634548>

Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74. <https://doi.org/10.1177/002224299505900305>

Soh, C. P., & Hsu, M. K. (2006). The path to vendor managed inventory (VMI): Implementation issues in Asia. *Industrial Management & Data Systems*, 106(3), 439-457. <https://doi.org/10.1108/02635570610651022>

Spekman, R. E., & Davis, E. W. (2004). Competitive advantage in intercollegiate athletics: Role of the assistant coach. *Sport Marketing Quarterly*, 13(2), 75-84. <https://doi.org/10.2202/1935-4819.1017>

Taylor, S. A., Hunter, G. L., & Lindberg, D. L. (2010). Understanding supply chain management: Critical research and a theoretical framework. *International Journal of Production Research*, 48(13), 3821-3835. <https://doi.org/10.1080/00207540903093440>

Wilson, D. T., & Jantrania, S. (1994). Understanding the value of a relationship. *Industrial Marketing Management*, 23(4), 361-371. [https://doi.org/10.1016/0019-8501\(94\)90026-4](https://doi.org/10.1016/0019-8501(94)90026-4)

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.