

CUSTOMER LOYALTY IN CORPORATE LOGISTICS SERVICES: A SYSTEMATIC LITERATURE REVIEW OF OPERATIONAL AND RELATIONAL DRIVERS

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Abstract: Customer loyalty is an important factor in maintaining business relationship sustainability in increasingly competitive corporate logistics services. This study aims to identify the factors affecting customer loyalty in corporate logistics services using the Systematic Literature Review (SLR) method. A total of 79 relevant scientific articles were analyzed to determine the main factors most frequently discussed in previous studies. The results show that customer loyalty is influenced by five main factors, namely service reliability (35.4%), customer satisfaction (26.6%), service value (19.0%), delivery timeliness (15.2%), and relationship marketing (3.8%). Service reliability is the most dominant factor, indicating that consistency and the company's ability to fulfill service promises are the key determinants in building customer loyalty. Customer satisfaction and service value also play important roles in maintaining long-term relationships, while delivery timeliness and relationship marketing act as supporting factors in increasing customer trust and commitment. These findings indicate that customer loyalty in corporate logistics services requires synergy between operational reliability, customer satisfaction, service value, and long-term relationships to create sustainable competitive advantage.

Keywords: Customer Loyalty, On-time Delivery, Customer Satisfaction, Relationship Marketing, Service Reliability

Introduction

The year 2025 marks the beginning of Generation Beta, referring to individuals born between 2025 and 2039, who will grow up in a highly advanced digital era with rapid technological development. The year 2025 is also linked to the Society 5.0 era, the fifth stage of societal evolution, where people create smarter solutions, improve efficiency, and use sustainable resources through the integration of advanced technology and human-centered principles. The progress of Society 5.0, which emphasizes higher living standards and technological advancement, is expected to bring major changes in many sectors, including business. In this context, the sustainability of corporate logistics companies depends on their ability to maintain and strengthen customer loyalty amid market fluctuations and increasing customer expectations (Yesitadewi & Widodo, 2023).

Table 1. Corporate Customer Statistics

Year 2023	Year 2024	Year 2025
75	52	72

Source: Corporate Customer Data, PT Pos Indonesia (Persero), Jakarta Oceania 11000

Based on corporate customer data from PT Pos Indonesia (Persero) Jakarta Oceania 11000, fluctuations in customer numbers from 2023 to 2025 indicate challenges in maintaining

customer loyalty in the corporate logistics sector. This condition highlights the need to better understand the factors affecting loyalty, especially in an industry that depends on trust and service quality (Aini et al., 2025).

A strong business is built on solid relationships with partners and customers. These relationships, known as relationship marketing, play an important role in sustaining business performance. In the courier and logistics industry, strong customer relationships become a key foundation for business continuity and long-term competitiveness (Siregar, 2025).

Relationship marketing is closely linked to customer satisfaction, defined as the feeling that arises when needs or expectations are fulfilled. Satisfaction results from customers' evaluation of the products or services used to meet their needs (Sambodo Rio Sasongko, 2021). Studies show that satisfaction acts as the main mediator between service quality and customer loyalty, where positive delivery experience, effective communication, and responsive problem handling strengthen the relationship between customers and the company (Rojuaniah et al., 2024). Other research confirms that satisfaction directly influences loyalty by encouraging repeat purchases and turning customers into promoters through verbal and digital recommendations (Sitindaon, 2025).

Customer loyalty, defined as repeated purchasing behavior over a certain period, generally arises from satisfaction with service performance and company image (Wardhani et al., 2020). In logistics services, delivery timeliness is a key factor in forming satisfaction, which then affects long-term loyalty (Handoyo et al., 2025; Viqih et al., 2023). Therefore, strong relationship marketing and customer loyalty develop from the overall customer experience after their needs for products or services are fulfilled.

Considering this complexity, this study aims to analyze the role of delivery timeliness, customer satisfaction, and relationship marketing in shaping customer loyalty in corporate logistics services in the Society 5.0 era. This topic remains relevant as customer behavior and expectations continue to evolve along with the changing demands of modern life.

Literature Review

Definition of Key Concepts

Logistics Services

Logistics services are a set of integrated functions involving the management of the flow of goods from the point of origin to the point of consumption, including efficient planning, implementation, and control to meet customer needs (Fawcett et al., 2011). The core of logistics services is the managerial responsibility to control the movement and positioning of raw materials, work-in-process, and finished goods at the lowest total cost while achieving the greatest possible effectiveness (Fawcett et al., 2011).

Corporate Logistics

Corporate logistics refers to the integrated management and coordination of a company's supply chain activities, including procurement, inventory control, transportation, warehousing, and product distribution (Anaba et al., 2024). Corporate logistics has an important role in modern business strategy, as companies use logistics capabilities to reduce costs, improve customer service, and maintain competitive advantage in an increasingly complex global market (Bányai, 2024).

Customer Loyalty

Customer loyalty is a complex concept that involves more than repeated purchasing behavior. (Hamidi & Arumungam, 2026) define loyalty as a multidimensional construct covering behavioral aspects (such as purchase frequency, quantity, and scope) and positional aspects (related to the customer's orientation toward the business). In the digital era, studies show that

loyalty is formed through emotional engagement, trust, and relationship quality (Hicham, 2025), where trust and commitment become key factors in maintaining long-term customer relationships (Putit et al., 2021).

Theoretical Framework

On-Time Delivery

On-time delivery is an important supply chain performance indicator used to measure a company's ability to deliver goods according to the agreed schedule (Gunawan et al., 2026). This indicator includes reliability and timeliness in logistics operations, which directly influence customer satisfaction and company competitiveness. Companies use on-time delivery as a main measure of operational performance, along with other indicators such as cost efficiency, order fulfillment rate, and inventory management (Fole et al., 2025).

Customer Satisfaction

Customer satisfaction is an important business concept that refers to the extent to which customer expectations are met or exceeded by the products or services they receive (Iswari & Ainun, 2024). It is a key indicator of business success because it directly affects customer loyalty, retention, and overall organizational performance (Joseph & Abdul, 2025).

Relationship Marketing

Relationship marketing is fundamentally about establishing, maintaining, and improving solid relationships with a company's customers and other stakeholders (Albérico & A., 2023). Rather than focusing on individual transactions, this approach emphasizes creating customer value through ongoing interaction and dialogue to understand customer needs and expectations (Hidayat & Idrus, 2023).

Service Reliability

Service reliability is a critical concept across multiple domains that refers to the ability of systems and services to consistently deliver expected performance and meet user expectations despite potential disruptions or failures. In cloud computing environments, service reliability encompasses the proportion of demands fulfilled and involves managing system failures through inspection and maintenance policies (Wei et al., 2025)

Service Value

Service value is a multidimensional concept that represents the overall benefit customers receive relative to what they pay for a service. Research demonstrates that service value encompasses several key dimensions beyond simple price-value relationships, including quality perceptions, customer experiences, and perceived worth (Boksberger & Melsen, 2011).

Method

In this study, the methodology used is the Systematic Literature Review (SLR), a research method to analyze, review, and synthesize previous studies in a structured and comprehensive way. The results of an SLR can be used as recommendations for future research (Maniah, B. Soewito, F. Lumban Gaol et al., 2020). This approach is considered appropriate for examining the role of delivery timeliness, customer satisfaction, and relationship marketing in shaping customer loyalty in corporate logistics services.

The SLR technique focuses on identifying and analyzing relevant scientific literature to understand existing knowledge in a particular field. The results of a systematic review can become a basis for improving the effectiveness and efficiency of knowledge-based article management through a structured and methodological process (Aria Nur Akmal, Nur Maelasari, Lusiana, 2025).

This study follows the PRISMA guidelines to ensure transparency and replicability, starting from clearly defined research questions, followed by a comprehensive literature search

using academic databases such as IEEE Xplore, Emerald Insight, ScienceDirect, and SpringerLink. The search is limited to publications from 2020 to 2026. Article selection is carried out through title and abstract screening, then continued with a full-text review based on strict inclusion and exclusion criteria to maintain data validity (Aini et al., 2025; Primadi et al., 2023).

The stages in this study are divided into four main phases, namely Phase 1, Phase 2, Phase 3, and Phase 4, as adopted from the framework used by Buettner and Buettner (2016) as cited in Maniah, B. Soewito, F. Lumban Goal et al. (2020).

The research question in this scientific article is: "What factors influence customer loyalty in corporate logistics services?" To answer this question, a Systematic Literature Review (SLR) is used to identify factors that strongly affect customer loyalty, especially in the corporate logistics sector.

The literature search is carried out based on the relevance of predefined keywords. Articles that match the keywords are included and reviewed to obtain a summary of each study (Maniah, B. Soewito, F. Lumban Goal et al., 2020), while those that do not meet the criteria are excluded from the analysis. Keywords are determined based on the research question, main concepts, study scope, and similarity of related terms.

Article selection in this study uses the Boolean search string: "customer loyalty" AND "on-time delivery" OR "customer satisfaction" AND "logistics service" OR "supply chain service" across four selected academic databases. The use of Boolean operators must remain consistent to ensure the validity and reliability of the data collected.

The results from the Boolean search in the four databases are expected to be relevant in terms of title, keywords, and abstract, allowing further screening through full-text review. This review determines whether the article is relevant and able to answer the research question. The most relevant articles from each database are then summarized, and conclusions are drawn to identify the factors influencing customer loyalty in corporate logistics services based on previous research findings.

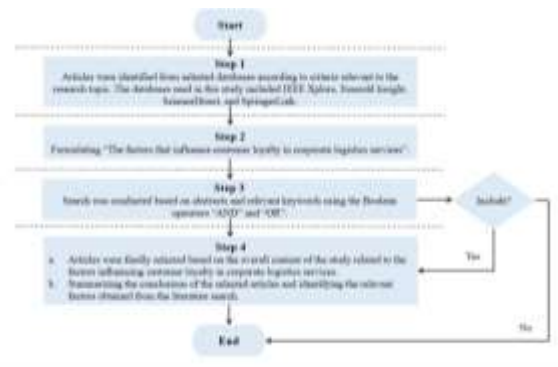


Figure 1. Stages of the Systematic Literature Review (SLR) on Factors Influencing Customer Loyalty in Corporate Logistics Services

Source: Author's Analysis, 2026

The research stages were conducted sequentially as follows:

- Phase 1 involved identifying journal articles from selected databases based on predetermined criteria, such as research scope and publication period. At this stage, 945 articles were obtained from four academic databases.
- Phase 2 involved selecting articles based on titles relevant to the research topic and research question, resulting in 261 articles.
- Phase 3 involved further selection based on keyword relevance and study content aligned with the research objectives, producing 120 articles.

- Phase 4 was the final selection stage through an in-depth full-text review, resulting in 79 articles considered most relevant.

Table 2. Identification Results of Systematic Literature Review (SLR) Stages

No	Database Sources	Phase 1	Phase 2	Phase 3	Phase 4
1	IEEE Explore	382	82	34	25
2	Emerald Insight	18	16	7	2
3	Science Direct	474	143	63	45
4	Springer Link	71	20	16	7
Number		945	261	120	79

Source: Author's Analysis, 2026

Based on the table above, after completing the Systematic Literature Review (SLR) stages, a total of 79 articles were obtained and will be analyzed in more detail in this study. From these data, 25 articles were selected from IEEE Xplore, 2 from Emerald Insight, 45 from ScienceDirect, and 7 from SpringerLink.

The summary of the 79 selected articles will be used to identify the factors that strongly influence customer loyalty in building long-term relationships and partnerships, especially in corporate logistics services.

Result and Discussion

The results of the Systematic Literature Review (SLR) process produced 79 selected articles, all of which were considered relevant and able to answer the research question by identifying the factors that influence customer loyalty in corporate logistics services. All selected articles were analyzed and summarized, resulting in several classifications, including:

Year Of Publication



Figure 2. Number of Studies by Year of Publication

Source: Author's Analysis, 2026

The analysis of the 79 selected articles obtained through the Systematic Literature Review (SLR) process shows that studies related to the factors influencing customer loyalty in corporate logistics services were published within the period 2020 to 2026, with an overall increasing trend over time.

Table 3. Number of Articles by Year of Publication

Year	2020	2021	2022	2023	2024	2025	2026
Number of articles	6	11	14	15	13	16	4
Percentage of articles (%)	7,6%	13,9%	17,7%	19,0%	16,5%	20,3%	5,1%

Source: Author's Analysis, 2026

Based on the table above, the highest percentage is 20.3%, with a total of 16 articles related to the factors influencing customer loyalty in corporate logistics services, which were predominantly published in 2025.

State-of-the-art analysis of key factors influencing customer loyalty in corporate logistics services.

The analysis of the 79 selected articles obtained through the Systematic Literature Review (SLR) process shows that studies related to the factors influencing customer loyalty in

corporate logistics services also illustrate the current state of development in the field, which will be summarized in the following table.

Table 4. Summary of Articles by Year of Publication

[illegible]

Source: Author's Analysis, 2026

No	Factor	Author	Number of articles	Percentage of articles
1	On-time delivery	Seidell (2021); Jitaji Zito & Niu Tian (2023); Madani & Ndlaye (2022); Fekedule & Miller-Hooks (2023); Womasa et al. (2024); Raj et al. (2024); Cosco-Gonzalez et al. (2025); Ameyasu et al. (2025); Riasi & Craggosa (2024); Asanawa Ired et al. (2025); Guerra-Rapalado & Oscares (2025); Kizner et al. (2025).	12	15.2%
2	Customer satisfaction	Duc Nien Le et al. (2020); Issami et al. (2021); Wang et al. (2021); Hao et al. (2021); Gaur et al. (2021); Amine et al. (2022); Shkedi et al. (2022); Hussein Ali et al. (2022); Juan Russo et al. (2022); Bebelotina et al. (2023); Xu et al. (2023); Sumrit & Sorwiji (2023); Li & Li (2023); NM. Raikhan Hameed et al. (2023); Liu et al. (2024); Grampis-Frasconi-Pineda et al. (2024); Driel et al. (2024); Do et al. (2025); Almuhi Alsalhi & Netteboun (2025); Holm et al. (2026).	21	26.6%
3	Relationship marketing	Ali Hakkakizadeh (2021); Wang et al. (2022); Sun et al. (2023); Sedyi (2020); Phangyu Yu et al. (2020); Sedyi et al. (2020); Wu et al. (2020); Gouzo-Lagos et al. (2021); Jucha & Corvejan (2021); Wang et al. (2022); Fung & Fung (2022); Munoz et al. (2022); Gertman et al. (2022); Hadi Bolozani Jondilath et al. (2022); Quni et al. (2022); Adenomon et al. (2022); Huan Zhang et al. (2023); Ho & Chung (2023); Zhang et al. (2023); Yang Liu et al. (2023); Korucuk et al. (2024); Liu et al. (2024); Saitoviro et al. (2024); Zerkhkhaneh & Kourini (2024); Elber & Schwormer (2024); Sonmez et al. (2025); Shan-Qiao Liu et al. (2025); Huang et al. (2025); Hu et al. (2025); Tuncay et al. (2026); Cielita & Ilevicic (2026).	3	3.8%
4	Service reliability	Ricardo Alfredo Cajo Diaz et al. (2020); Anandhu & Keya (2021); Munoz & Nunkanta (2021); Volzhenko et al. (2022); Tianjin Lee et al. (2023); Luis B. Elvira et al. (2023); Ameyvino-Castillo et al. (2023); Adnan et al. (2023); Raimi et al. (2024); Rokkitsu et al. (2024); Ariseto et al. (2024); Bani (2025); Pratono et al. (2025); Gualtero Sosa et al. (2025); Jule et al. (2026).	26	35.4%
5	Service value	Ricardo Alfredo Cajo Diaz et al. (2020); Anandhu & Keya (2021); Munoz & Nunkanta (2021); Volzhenko et al. (2022); Tianjin Lee et al. (2023); Luis B. Elvira et al. (2023); Ameyvino-Castillo et al. (2023); Adnan et al. (2023); Raimi et al. (2024); Rokkitsu et al. (2024); Ariseto et al. (2024); Bani (2025); Pratono et al. (2025); Gualtero Sosa et al. (2025); Jule et al. (2026).	15	19.0%
Total number of articles			76	100%

Dimension	Percentage of factors
On-time delivery	15.2%
Customer satisfaction	26.6%
Relationship marketing	3.8%
Service reliability	35.4%
Service value	19.0%

Customer satisfaction (26.6%)

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omnichannel services, effective reverse logistics, and strong service recovery also support satisfaction. High satisfaction becomes a key driver of loyalty, reuse intention, and positive recommendations.

Relationship marketing (3.8%)

In B2B logistics services, strong relationships between providers and clients are important for maintaining long-term cooperation. Relational governance and collaboration between suppliers and buyers increase relationship value and strengthen loyalty in the supply chain. Continuous interaction through information sharing, promotion, and effective communication also improves satisfaction and encourages repeated use of logistics services.

Service reliability (35.4%)

Service reliability is a key dimension of logistics service quality affecting satisfaction, trust, and loyalty. Reliability is reflected in consistent, accurate, and on-time delivery supported by proper planning, risk management, and distribution optimization. The use of real-time systems, Business Intelligence, Machine Learning, Artificial Intelligence, and digital integration improves visibility, data accuracy, and efficiency. Reliability is also influenced by the performance of ports, terminals, transportation, and last-mile delivery. When services remain reliable, customers develop positive perceptions, stronger trust, and a higher intention to continue using the service, making reliability the main factor in long-term loyalty.

Service value (19.0%)

Service value depends on the company's ability to provide fast, reliable, efficient, and customer-oriented services through technology integration, effective distribution, and controlled operations. Better quality, convenience, economic benefits, and personalized delivery increase perceived value, influencing satisfaction, reuse intention, and loyalty. When value creation, delivery, and capture are aligned, customers feel the benefits exceed the costs, encouraging long-term relationships and retention.

Conclusion

Based on the analysis of 79 selected articles in this Systematic Literature Review (SLR), customer loyalty in corporate logistics services is influenced by five main factors: service reliability, customer satisfaction, service value, on-time delivery, and relationship marketing.

Service reliability is the most dominant factor (35.4%), indicating that consistency, accuracy, and fulfillment of service promises are the main determinants of loyalty. Customer satisfaction ranks second (26.6%), showing that positive service experience strongly supports long-term relationships. Service value (19.0%) reflects the importance of the balance between benefits and costs. On-time delivery (15.2%) shows that meeting delivery schedules affects trust and loyalty, while relationship marketing (3.8%) supports loyalty through communication, commitment, and long-term cooperation.

Overall, customer loyalty in corporate logistics services requires synergy between service reliability, customer satisfaction, service value, delivery timeliness, and relationship marketing to build sustainable partnerships and maintain competitiveness in the logistics industry.

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