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THE INFLUENCE OF E-CRM AND CORPORATE REPUTATION ON CUSTOMER LOYALTY WITH CUSTOMER SATISFACTION AS A MEDIATING VARIABLE (A STUDY OF PT UNIVAN GLOBAL LOGISTIK CUSTOMERS)

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Abstract

This study aims to analyze the effect of Electronic Customer Relationship Management (E-CRM) and corporate reputation on customer loyalty, with customer satisfaction as a mediating variable at PT Univan Global Logistik. Retaining corporate customer loyalty is a crucial challenge in the competitive logistics industry. A quantitative method was employed by collecting primary data from 190 customer respondents selected through purposive sampling. Data analysis was conducted using a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with SmartPLS 4.0 software. The results indicate that E-CRM and corporate reputation have a positive and significant direct effect on both customer satisfaction and loyalty. Customer satisfaction is also proven to have a positive and significant effect on customer loyalty. In the mediation testing, customer satisfaction significantly bridges the effect of corporate reputation on loyalty. However, customer satisfaction does not mediate the relationship between E-CRM and customer loyalty. In conclusion, strengthening reputation and managing digital customer relations directly impact corporate client retention, although satisfaction with E-CRM facilities does not guarantee long-term commitment without the support of operational efficiency on the ground.

Keywords: *Corporate reputation, Customer loyalty, Customer satisfaction, Electronic Customer Relationship Management (E-CRM), Freight forwarding*

INTRODUCTION

In today’s highly dynamic business environment, a company's ability to retain its customers has become a pivotal factor for survival and achieving a competitive advantage (Ferreira et al., 2022). Customer loyalty is the ultimate goal for every organization, as loyal clients not only generate profitable repeat purchases but also willingly act as brand advocates and commit to long-term relationships (Haghighinasab et al., 2025). This loyalty stems from consistent relational engagements, where deep trust and positive service experiences prevent customers from easily switching to competitors (Khan et al., 2022). Consequently, companies are compelled to continuously adapt how they design, deliver, and manage their value propositions to maintain this crucial loyalty (Verhoef et al., 2021).

In the logistics and freight forwarding sector, customer loyalty is exceptionally crucial because this business model relies heavily on the Business-to-Business (B2B) segment, such as manufacturing plants that require high-volume, routine shipments. The survival and growth of a logistics firm depend heavily on repeat orders and long-term contracts (Cevallos et al., 2024; Haghighinasab et al., 2025). Retaining existing clients to enhance long-term profitability is proven to be significantly more efficient and financially rewarding than constantly seeking new clients amidst fierce market competition (Jam'an, 2021). Therefore, establishing concrete strategies to bind corporate clients is essential for sustainable operations.

The rapid advancement of digital technology has shifted the focus of relationship management from traditional methods to Electronic Customer Relationship Management (E-CRM). E-CRM plays a vital role because when customers experience ease of use, clear information, and consistent digital services, they tend to become more loyal (N. Ali et al., 2024). This technology accelerates interactions and enhances service efficiency through internet applications, integrated databases, and electronic communication (Magatef et al., 2023). For a freight forwarder, effective E-CRM manifests in simplified booking processes, real-time cargo tracking, and transparent customs documentation processing (Nurjannah et al., 2022).

In addition to digital relationship management, a well-established corporate reputation is another fundamental driver of customer loyalty. A strong reputation builds customer trust, reinforces positive perceptions of the company, and encourages clients to continue using the services and recommend them to others (Haghighinasab et al., 2025). Reputation is understood as the customers' collective perception of service quality and corporate image, shaped by previous interactions and market standing (Calvino, 2023). This collective assessment significantly influences corporate clients who seek reliable partners to minimize perceived risks in high-value cargo shipments (Khan et al., 2022).

To comprehensively understand how E-CRM and reputation affect loyalty, customer satisfaction must be examined as a crucial mediating variable. The effective implementation of E-CRM characterized by easy access to information and prompt service responses directly improves interaction quality, thereby increasing customer satisfaction (Mokha et al., 2022). Similarly, a positive corporate reputation provides an implicit quality assurance that builds consumer confidence, significantly elevating satisfaction levels (Zalsi et al., 2025). Ultimately, the effectiveness of E-CRM and reputation in forming long-term loyalty heavily relies on whether customer satisfaction is achieved, as only satisfied clients tend to stay and commit to sustainable repeat orders (Utami et al., 2023).

Despite established theories, previous literature reveals notable inconsistencies regarding the impact of E-CRM and reputation on loyalty. While Amarachi and Stanley (2021) and Ali and Alfayez (2024) found that E-CRM adoption significantly strengthens customer loyalty, a study specific to the Indonesian freight forwarding industry by Rahmasari et al. (2024) found that E-CRM implementation had a negative and insignificant effect, as B2B clients prioritized physical operational reliability over digital platforms. Similarly, while Kamaluddin et al. (2023) confirmed a positive relationship between corporate reputation and loyalty in the logistics sector, Shilawati and Sumitro (2020) empirically proved that reputation had no significant effect on consumer loyalty in a similar delivery service context.

Further research gaps are evident concerning the direct influence of E-CRM and reputation on customer satisfaction. Fraihat et al. (2023) and Hail and Koraichi (2024) demonstrated that E-CRM dimensions contribute heavily to customer satisfaction by optimizing delivery punctuality and processing time. Conversely, Rahmasari et al. (2024) found that E-CRM intensity did not affect the satisfaction of sea export clients, who value physical delivery lead times over digital communication. Regarding reputation, Sofah et al. (2026) and Taha and Reynolds (2025) noted significant positive effects on satisfaction, whereas Samosir et al. (2024) discovered that corporate image could not compensate for operational cargo failures, rendering its effect on satisfaction insignificant.

The role of customer satisfaction as a mediating variable also exhibits conflicting empirical evidence in the B2B logistics domain. Fachrudin and Alharits (2026) established that customer satisfaction strongly mediates the impact of service quality on loyalty. However, Ellitan (2023) found only partial mediation in the freight forwarding industry, where satisfaction failed to mediate personnel contact quality and timeliness toward loyalty. This contradiction is emphasized by Surakhman et al. (2026), who revealed that for strategic B2B cargo segments, satisfaction acts merely as a short-term transactional evaluation and completely fails to mediate the relationship toward long-term loyalty, which is purely driven by trust-based relational governance.

These theoretical and empirical gaps provide a strong rationalization to investigate the specific situation at PT Univan Global Logistik, a freight forwarding and customs brokerage firm operating in Semarang and Jakarta since 2022. The company primarily serves the manufacturing sector, particularly garment factories. Factually, the company's E-CRM implementation is still partial and not optimally digitized, relying heavily on manual emails and WhatsApp without an integrated real-time tracking system. Furthermore, as a relatively new entrant, its corporate reputation is still in the developmental stage and relies heavily on word-of-mouth recommendations rather than established market visibility.

The urgency of this study is underscored by a unique phenomenon gap observed in the company's performance data. Theoretically, subpar E-CRM and a developing reputation should result in low customer loyalty; yet, from 2022 to 2024, order volumes consistently surged, demonstrating a theory gap. However, when management actively intensified digital communication efforts in 2025 to build reputation and E-CRM, the number of orders unexpectedly decreased by 3.13%. This decline aligns with Tsai et al. (2021), who found a "dark side" to traditional relationship marketing in B2B logistics, where excessive social interactions are deemed inefficient by corporate clients who prefer systematic, value-added services like real-time tracking software over manual communication.

Based on the identified problems, the urgency of the situation, and the rationalization of these theoretical gaps, the primary objective of this research is to analyze the effect of E-CRM and corporate reputation on customer loyalty, specifically examining the mediating role of customer satisfaction at PT Univan Global Logistik. The problem-solving plan utilizes a quantitative approach with Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to evaluate these relationships. By addressing these variables, this study aims to provide strategic recommendations for the company to optimize its digital capabilities and reputational focus, ensuring they invest in technical systems that genuinely drive corporate client retention.

LITERATURE REVIEW

The theoretical foundation of this study is grounded in Cognitive Behavior Theory (CBT), initially developed by Beck (2011), which explains how individuals process information to shape their behavior. In the context of consumer behavior, CBT posits that customers continuously evaluate environmental stimuli, such as service quality and corporate image, before committing to a brand. Haghighinasab et al. (2025) integrated this concept into marketing to demonstrate that customer loyalty is not an automatic mechanical response, but rather an output of cognitive processing. Through this lens, external marketing stimuli provided by a company are internalized by the customer to form satisfaction, which subsequently drives loyal behavior.

To operationalize the specific variables within this framework, the present study incorporates several supporting theories. Electronic Customer Relationship Management (E-CRM) is underpinned by Customer-Centric Management Theories, which emphasize utilizing technology to formulate responsive marketing strategies and build long-term partnerships. Corporate reputation is rooted in the Stakeholder Perception concept, defining reputation as the collective, stable evaluation of a company's past actions and future prospects by its primary stakeholders. Additionally, customer satisfaction is explained through Behavioral Theories, specifically the Theory of Cognitive Dissonance and Learning Theories, which frame satisfaction as a fundamental behavioral outcome following a service evaluation process.

E-CRM represents the integration of digital technology into relationship management to enhance interaction quality and customer retention (Alshurideh, 2022; Zaim et al., 2020). Previous literature has established a strong connection between effective E-CRM implementation and customer loyalty. For instance, Amarachi and Stanley (2021) demonstrated that CRM adoption significantly increases loyalty in shipping companies by improving relational development and complaint handling. Ali and Alfayez (2024) similarly found that E-CRM dimensions, including security and problem-solving, positively drive long-term commitment in the airline industry.

Alongside digital relationship management, corporate reputation serves as a primary driver of customer loyalty. Reputation is defined as the overall appeal, trust, and perceived quality of an organization in the minds of stakeholders (Veh et al., 2019; Uddin & Nasrin, 2024). In the logistics sector, Kamaluddin et al. (2023) provided empirical evidence that a solid corporate reputation directly and positively influences B2B customer loyalty. Sofah et al. (2026) supported this by showing that a well-managed reputation significantly secures the long-term commitment of freight forwarding clients, acting as a quality signal that reduces decision-making uncertainty.

Despite these established theoretical links, significant discrepancies and controversies exist in the literature, particularly within the logistics context. Rahmasari et al. (2024) reported contradictory results, indicating that E-CRM implementation actually had a negative and insignificant effect on customer loyalty in a freight forwarding company. Their findings suggest that B2B clients prioritize physical operational performance and competitive pricing over digital facilities. Furthermore, Shilawati and Sumitro (2020) revealed that corporate reputation did not significantly impact consumer loyalty in the delivery service sector, highlighting a clear inconsistency in how these variables operate across different logistical segments.

To understand these conflicting dynamics, researchers have examined the antecedents of customer satisfaction. Fraihat et al. (2023) and Hail and Koraichi (2024) documented that E-CRM dimensions, such as digital cargo data management and delivery punctuality, significantly enhance satisfaction levels. However, Rahmasari et al. (2024) countered this by finding no significant effect of E-CRM on satisfaction for sea export clients. Regarding reputation, Sofah et al. (2026) and Taha and Reynolds (2025) agreed that a credible reputation acts as a quality assurance mechanism that reduces perceived risks and elevates satisfaction. Conversely, Samosir et al. (2024) found that reputation fails to influence satisfaction if physical cargo operations experience delays or tariff uncertainties.

The relationship between customer satisfaction and loyalty also presents debates in the existing literature. While satisfaction is generally considered a direct catalyst for loyalty, empirical evidence in the logistics industry remains divided. Arifiani et al. (2025) and Gil-Saura et al. (2018) confirmed that satisfaction with transportation and port services has a strong, positive, and significant impact on securing long-term B2B loyalty. In contrast, Pramudita (2020) demonstrated that customer satisfaction does not directly affect loyalty in the logistics sector, suggesting that corporate commitment is dictated by consistent physical service reliability rather than mere transactional satisfaction.

Given the inconsistencies in direct relationships, customer satisfaction is frequently positioned as a mediating variable. Haghighinasab et al. (2025) proved that satisfaction effectively mediates the relationship between E-CRM, corporate reputation, and customer loyalty. In the Indonesian logistics sector, Fachrudin and Alharits (2026) found that customer satisfaction acts as a robust mechanism that channels the positive impact of managed service quality onto customer loyalty.

Nevertheless, the mediating role of satisfaction is strongly contested in B2B operational contexts. Ellitan (2023) reported only partial mediation in freight forwarding, where satisfaction failed to bridge specific dimensions like personnel contact quality and timeliness to loyalty. This debate is intensified by Surakhman et al. (2026), who discovered that for high-value B2B cargo transactions, satisfaction completely fails to mediate the relationship toward loyalty. They argued that satisfaction is merely a short-term evaluation, while VIP corporate loyalty is driven by relational trust governance rather than standard satisfaction metrics.

The highlighted contradictions, empirical discrepancies, and debates regarding the effectiveness of E-CRM, reputation, and satisfaction in driving loyalty underscore a distinct gap in current knowledge. Most prior studies focused on mature digital environments, such as digital banking or e-commerce. The current study addresses this gap by testing the model specifically within an emerging B2B freight forwarding context that currently possesses partial digital adoption and an unestablished reputation. By re-examining these relationships, this research aims to clarify the disputed mediating role of customer satisfaction and provide empirical evidence on how digital relationship management and reputation function in the corporate logistics industry.

HYPOTHESIS

A hypothesis is a crucial element in research that needs to be formulated from the initial stage. It serves as a tentative assumption proposed to answer the research question and provides direction and guidance in the research process (Yam & Taufik, 2021). Based on the previously outlined framework, the hypotheses in this study can be formulated as follows:
H1: E-CRM has a positive effect on customer loyalty.
H2: Corporate reputation has a positive effect on customer loyalty.
H3: E-CRM has a positive effect on customer satisfaction.
H4: Corporate reputation has a positive effect on customer satisfaction.
H5: Customer satisfaction has a positive effect on customer loyalty.
H6: Customer satisfaction mediates the effect of E-CRM on customer loyalty.
H7: Customer satisfaction mediates the effect of corporate reputation on customer loyalty.

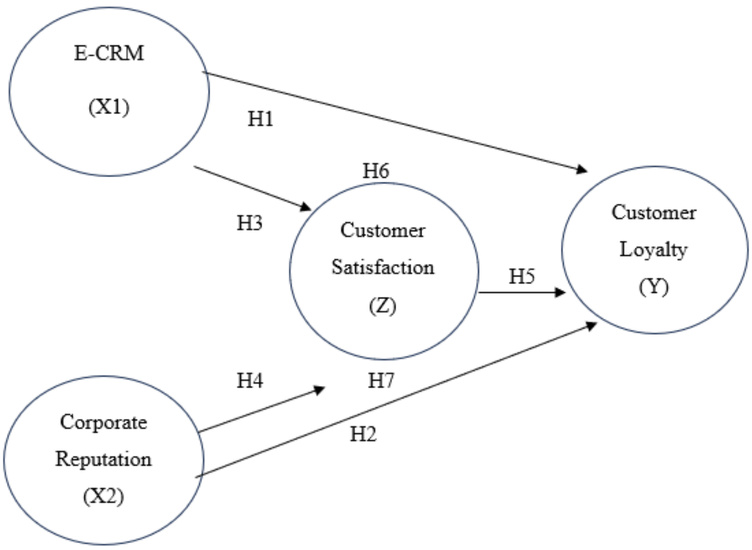

Figure 1 Theoretical Framework

METHOD

This study employs a quantitative research design grounded in the positivism philosophy, focusing on the systematic collection and analysis of numerical data to test the formulated hypotheses. The research framework is explicitly structured to evaluate the causal relationships between independent variables, a mediating variable, and a dependent variable (Ferdinand, 2014). Specifically, this study investigates the direct and indirect effects of Electronic Customer Relationship Management (E-CRM) and corporate reputation on customer loyalty, with customer satisfaction acting as the mediating variable. The target population comprises corporate clients (Business-to-Business/B2B) of PT Univan Global Logistik, primarily manufacturing companies such as garment factories that utilize freight forwarding and customs brokerage services. Because the exact population size is highly dynamic and categorized as unknown, a purposive sampling technique was applied. The sample selection was based on specific inclusion criteria: corporate clients who have utilized the company's services at least twice and have remained active within the last one year. Based on the Partial Least Squares (PLS-SEM) guidelines by Hair et al. (2019), the minimum sample size was determined by multiplying the 41 questionnaire indicators by 5, resulting in a target of 205 respondents. After data collection and screening, 190 valid responses were retained for final analysis, which falls well within the acceptable threshold for establishing statistical reliability (Sekaran & Bougie, 2016).

Primary data were gathered through an online questionnaire distributed via Google Forms to the selected corporate respondents. The instrument utilized a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to measure the constructs. E-CRM was measured using six dimensions: personalization, interaction, security and privacy, online communication, ease of access, and rewards (Haghighinasab et al., 2025). Corporate reputation was assessed through four indicators: trustworthiness, market recognition, corporate competence, and assurance (Ali, 2022; Windasari et al., 2022). Customer satisfaction was evaluated using three indicators: overall satisfaction, comparison to an ideal service, and expectancy disconfirmation (Nyagadza et al., 2022; Morgeson et al., 2023). Finally, customer loyalty was measured based on reuse intention, recommendation, and primary choice (Palmatier et al., 2007; Ali, 2022).

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach utilizing SmartPLS 4.0 software. PLS-SEM was chosen for its robust capability to simultaneously evaluate measurement models and complex structural paths, particularly for predictive purposes and mediation analysis (Hair et al., 2017). The analysis proceeded in two main stages. First, the measurement model (outer model) was evaluated to confirm convergent validity (outer loadings > 0.70 and Average Variance Extracted/AVE > 0.50), discriminant validity (using the Fornell-Larcker criterion), and internal consistency reliability (Composite Reliability and Cronbach's Alpha > 0.70). Second, the structural model (inner model) was evaluated using R-square, F-square, predictive relevance (Q-square), and Goodness of Fit (GoF). Finally, hypothesis testing was executed via a bootstrapping procedure (one-tailed) to determine the significance of the path coefficients for both direct impacts and the mediating effect, with an acceptance threshold of t-statistics > 1.65 and p-values < 0.05.

RESULTS AND DISCUSSION

The data processing was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach via SmartPLS 4.0 software based on 190 valid corporate respondents from PT Univan Global Logistik. The evaluation of the measurement model (outer model) aimed to confirm the validity and reliability of the research instruments. As presented in Table 1, all constructs met the convergent validity criteria, with Average Variance Extracted (AVE) values comfortably exceeding the 0.50 threshold. Furthermore, the internal consistency reliability was firmly established, as both Cronbach's Alpha and Composite Reliability (CR) values for all variables (E-CRM, Corporate Reputation, Customer Satisfaction, and Customer Loyalty) were substantially greater than the recommended baseline of 0.70. Discriminant validity was also achieved based on the Fornell-Larcker criterion, confirming that each construct is distinct.

Table 1. Measurement Model Assessment (Validity and Reliability)

Variables	Cronbach's Alpha	Composite Reliability	AVE	Status
E-CRM	0.971	0.974	0.739	Valid & Reliable
Corporate Reputation	0.945	0.954	0.724	Valid & Reliable
Customer Satisfaction	0.935	0.949	0.756	Valid & Reliable
Customer Loyalty	0.943	0.954	0.777	Valid & Reliable

Source: Research Results Data processed 2026

STRUCTURAL MODEL EVALUATION (INNER MODEL)

Following the measurement model, the structural model was evaluated to assess predictive capabilities and the relationships between constructs. The multicollinearity test confirmed no issues, as all Variance Inflation Factor (VIF) values were well below the critical threshold of 5.00 after the removal of non-compliant items. Table 2 illustrates the model's robustness through R-square and Q-square metrics. The R-square values indicate a moderate to strong explanatory power, where 66.1% of the variance in Customer Satisfaction and 65.7% of the variance in Customer Loyalty are explained by the model's independent variables. Additionally, the predictive relevance (Q-square) values are significantly above zero, confirming excellent predictive accuracy for the endogenous constructs. The overall Goodness of Fit (GoF) calculation yielded a value of 0.7025, which falls into the "large" category, emphasizing the high quality of the overall research model.

Table 2. Structural Model Assessment (R-Square and Q-Square)

Endogenous Variables	R-Square (R^2)	Predictive Relevance (Q^2)	Interpretation
Customer Satisfaction	0.661	0.658	Moderate Power / High Relevance
Customer Loyalty	0.657	0.620	Moderate Power / High Relevance

Source: Research Results Data processed 2026

HYPOTHESIS TESTING RESULTS

Hypothesis testing was executed utilizing a bootstrapping procedure (one-tailed) in SmartPLS to assess both direct and indirect (mediating) path coefficients. A hypothesis is accepted if the T-Statistic is > 1.65 and the P-Value is < 0.05. The results of the structural relationships are detailed in Table 3.

Table 3. Hypothesis Testing Results (Direct and Indirect Effects)

Hypothesis Path	T-Statistics	P-Values	Decision
H1: E-CRM -> Customer Loyalty	2.881	0.002	Supported
H2: Corporate Reputation -> Customer Loyalty	2.741	0.003	Supported
H3: E-CRM -> Customer Satisfaction	1.827	0.034	Supported
H4: Corporate Reputation -> Customer Satisfaction	6.614	0.000	Supported
H5: Customer Satisfaction -> Customer Loyalty	2.306	0.011	Supported
H6: E-CRM -> Customer Satisfaction -> Customer Loyalty	1.470	0.071	Rejected
H7: Corp. Reputation -> Customer Satisfaction -> Customer Loyalty	2.295	0.011	Supported

Source: Research Results Data processed 2026

DISCUSSION AND IMPLICATIONS

The empirical results reveal that E-CRM possesses a significant and positive direct effect on both customer loyalty (H1) and customer satisfaction (H3). For B2B corporate clients within the logistics sector, the availability of responsive digital communication, guaranteed data security, and transparent real-time cargo tracking systems directly fulfills technical expectations. This encourages sustainable service usage and repurchasing behavior. These findings corroborate studies by Amarachi and Stanley (2021) and Ali and Alfayez (2024), which emphasize that optimizing digital relationship management directly bolsters long-term client commitment.

Similarly, corporate reputation exhibits a powerful direct impact on both customer satisfaction (H4) and customer loyalty (H2). A trustworthy image and a positive operational track record serve as primary quality signals that significantly reduce perceived risk for manufacturing clients before dispatching high-value shipments. This logical deduction aligns seamlessly with Kamaluddin et al. (2023) and Sofah et al. (2026), asserting that in the highly volatile freight forwarding sector, a clean and reliable market reputation is fundamental in locking down long-term corporate partnerships. Furthermore, customer satisfaction itself directly drives customer loyalty (H5), as meeting or exceeding operational expectations prompts clients to initiate repeat orders and recommend the service to industry peers (Arifiani et al., 2025; Gil-Saura et al., 2018).

Interestingly, the mediation analysis uncovers divergent pathways that offer novel insights into B2B consumer behavior. Customer satisfaction successfully mediates the relationship between corporate reputation and customer loyalty (H7). This indicates that a good reputation forms the initial expectation, and when the company delivers on this promise thereby creating operational satisfaction the corporate client becomes loyal, confirming the framework proposed by Haghighinasab et al. (2025).

Conversely, customer satisfaction fails to mediate the relationship between E-CRM and customer loyalty (H6). This phenomenon suggests that while corporate clients may feel satisfied with the provided digital platform or tracking app, this digital satisfaction alone is entirely insufficient to secure long-term loyalty if it is not supported by other core logistical factors. As supported by Surakhman et al. (2026) and Ellitan (2023), in the B2B logistics ecosystem, digital interaction is viewed merely as a functional, supplemental tool. True relational loyalty relies heavily on physical operational reliability, competitive pricing, and timely physical cargo handling on the ground, rather than just digital interface convenience.

The managerial implications drawn from these findings are highly practical for PT Univan Global Logistik and similar freight forwarders. Rather than over-investing resources into excessive digital social interactions or generic customer relationship marketing, the management must streamline its E-CRM systems to focus strictly on practical, technical tracking features that offer real-time visibility. Furthermore, the company must prioritize maintaining a flawless operational track record and strict adherence to customs regulations, as a solid corporate reputation is proven to be the most dominant factor in ensuring corporate clients remain satisfied and loyal in the long run.

CONCLUSION

This study successfully addressed the objectives outlined in the introduction by empirically analyzing the direct and indirect effects of Electronic Customer Relationship Management (E-CRM) and corporate reputation on B2B customer loyalty at PT Univan Global Logistik. The findings confirmed that both E-CRM and a strong corporate reputation directly and significantly enhance customer satisfaction and long-term customer loyalty. Furthermore, the results demonstrated that customer satisfaction significantly drives customer loyalty and successfully acts as a mediating variable between corporate reputation and loyalty. A positive market image establishes high initial expectations, which, when fulfilled operationally, create profound satisfaction that secures long-term corporate partnerships.

However, the study also revealed a critical dynamic specific to the freight forwarding industry: customer satisfaction fails to mediate the relationship between E-CRM and customer loyalty. While corporate clients appreciate and are satisfied with digital communication and tracking platforms, this technological satisfaction alone is insufficient to guarantee long-term commitment. In the high-stakes B2B logistics ecosystem, loyalty remains predominantly contingent upon core physical competencies, such as reliable physical cargo handling, delivery punctuality, and competitive pricing, rather than merely the convenience of digital interfaces.

Moving forward, the development plan for PT Univan Global Logistik should strategically shift its operational focus. Instead of investing heavily in broad digital social interactions, the company must develop and implement highly practical E-CRM features centered strictly on real-time cargo visibility and rapid technical problem resolution. Additionally, maintaining an impeccable operational track record and strict customs compliance must remain the absolute priority to safeguard the company's reputation, as it is the strongest driver of client retention. For future research development, it is recommended to expand the scope to multiple logistics providers across different regions and integrate additional structural variables, such as logistic service quality and perceived value, to capture a more comprehensive picture of B2B consumer behavior.

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