LOGISTICS CUSTOMER SATISFACTION IN INDONESIA A SYSTEMATIC LITERATURE REVIEW WITH FOCUS ON THE ROLE OF LOGISTICS SERVICE

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Abstract

Over the past decade, Indonesia's logistics industry has experienced very significant growth, driven by the rapid expansion of e-commerce, supply chain digitalization, and the increasing scope of national distribution needs. However, the rise in logistics sector revenues has not been accompanied by improvements in service quality, as reflected in the growing number of customer complaints. This condition indicates a structural gap between industry growth and service quality, making Logistics Customer Satisfaction (LCS) a strategic issue that requires comprehensive investigation. This study aims to identify and synthesize the dominant factors influencing LCS using a Systematic Literature Review (SLR) approach. The SLR process was conducted through four main stages: identification, screening, eligibility, and inclusion. From a total of 1,246 articles collected from five reputable international databases, 40 articles met the criteria for in-depth analysis. The synthesis results show that the factors influencing LCS can be classified into four main categories: Logistics Service Quality (52.50%), Last Mile Delivery (22.50%), Transportation Provider (17.50%), and Distribution (7.50%). These findings confirm that Logistics Service Quality is the most dominant factor shaping logistics customer satisfaction. This study contributes by developing an integrated, evidence-based conceptual map of LCS, which is expected to serve as a strategic foundation for logistics service providers and policymakers in improving service quality and customer orientation in Indonesia.

Keywords: Logistic Customer Satisfaction, Logistics Service Quality, Systematic Literature Review, Last Mile Delivery, Indonesia Logistic Industry

1. INTRODUCTION

Over the past decade, Indonesia's logistics industry has grown significantly, driven by the rapid expansion of e-commerce, supply chain digitalization, and increasing national distribution needs. Logistics has evolved from a purely operational function into a strategic backbone of the economy, contributing substantially to national revenue. However, this economic growth has not been accompanied by proportional improvements in service quality. Instead, customer complaints have increased sharply, indicating a widening gap between industry expansion and the quality of services perceived by customers.

In modern supply chains, Logistics Customer Satisfaction (LCS) is a key performance indicator influencing customer loyalty, repurchase intentions, business sustainability, and competitive advantage. International studies emphasize that LCS is multidimensional, shaped by logistics service quality, delivery reliability, last-mile

performance, information system quality, and digital innovation. In Indonesia, existing studies remain fragmented and partial, focusing on limited variables and lacking an integrated perspective. Moreover, systematic syntheses of empirical evidence on LCS in the Indonesian logistics context are still scarce.

To address this gap, this study employs a Systematic Literature Review (SLR) to systematically identify, evaluate, and synthesize prior research. The study aims to map dominant factors influencing LCS, quantify their relative prominence, and develop an integrated conceptual framework. The findings are expected to contribute theoretically to the development of logistics customer satisfaction research and practically to evidence-based strategies for improving logistics service quality and customer-oriented policies in Indonesia.

2.   METHODOLOGY

To address these limitations, this study adopts a Systematic Literature Review (SLR) approach. An SLR is a structured, transparent, and replicable research method aimed at identifying, evaluating, and synthesizing previous studies in order to produce a comprehensive and objective body of scientific evidence (Purssell & McCrae, 2024; Dekkers et al., 2022). Unlike traditional literature reviews, an SLR applies a documented protocol, clearly defined inclusion and exclusion criteria, and a systematic screening process to minimize subjective bias and enhance scientific rigor.

The SLR process consists of several stages: Start , Stage 1: Identification, Stage 2: Screening, Stage 3: Eligibility, and Stage 4: Number of Studies Included in the Analysis.To facilitate understanding of the Systematic Literature Review (SLR) process, an SLR flow diagram is presented below.

Figure 1. Systematics Literature Review
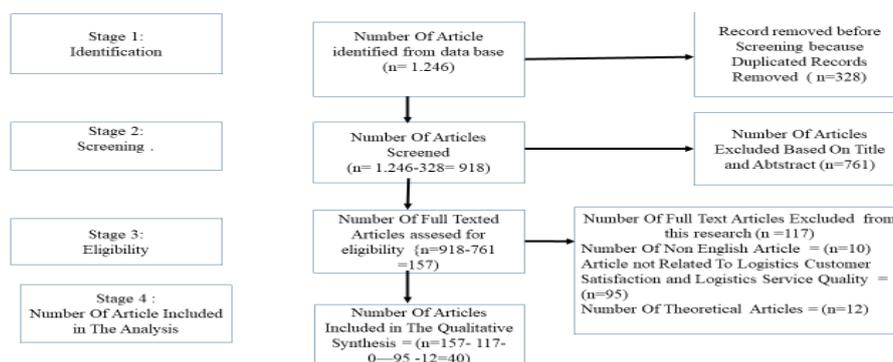
Source: PRISMA (2020)

At Stage 0, a total of articles were collected from the following international reputable databases

Table 1. Total Number of Article Analyzed

Source Of Database	Number Of Articles in Stage 0=1246	%
IEEE Xplore	182	14.61
Emerald	216	17.34
Science Direct	344	27.61
Springer Link	268	21.51
Google Scholar	236	18.94
Total	1246	100.00

Source : International Reputable Databases (2026)

The information in Table 1 shows that a total of 1,246 articles were initially reviewed, sourced from several international reputable databases: 182 articles from IEEE Xplore, 216 articles from Emerald, 344 articles from ScienceDirect, 268 articles from SpringerLink, and 236 articles from Google Scholar. The largest number of articles was obtained from ScienceDirect, with 344 articles (27.61%).

At Stage 1 (Identification stage), duplicate articles were removed. A total of 328 duplicate articles were identified and excluded. Consequently, the number of articles reviewed was reduced from 1,246 to 918 articles (1,246 – 328 duplicates = 918 articles).

Table 2. Total Articles in Stage 1.Identification

Source Of Database	Number Of Articles in Stage 0=1246	Number Of Duplicate Articles	Total Articles in Stage 1
IEEE Xplore	182	48	134
Emerald	216	57	159
Science Direct	344	91	253
Springer Link	268	71	197
Google Scholar	236	62	174
Total	1246	328	918

Source : International Reputable Databases (2026).

Stage 2 (Screening stage) involved excluding articles whose titles and abstracts were not related to Logistics Customer Satisfaction and Logistics Service Quality**.** As presented in Table 3**,** a total of 761 articles were found to be unrelated to Logistics Customer Satisfaction and Logistics Service Quality based on their titles and abstracts. Consequently, the number of articles reviewed at Stage 2 was reduced from 918 to 157 articles (918 – 761 = 157 articles).

Table 3. Total Articles in Stage 2.Screening

Source Of Database	Number Of Articles in Stage 1=918	Number Of Eclude Articles Based On Title and Abstract	Total Articles in Stage 2
IEEE Xplore	134	111	23
Emerald	159	132	27
Science Direct	253	210	43
Springer Link	197	164	34
Google Scholar	174	144	30
Total	918	761	157

Source : International Reputable Databases (2026).

Stage 3 (Eligibility stage) involved excluding articles that were not written in English, whose full texts were not related to Logistics Customer Satisfaction and Logistics Service Quality, as well as articles that only discussed theoretical aspects of Logistics Customer Satisfaction and Logistics Service Quality. As presented in Table 4, a total of 117 articles were excluded based on these criteria. Consequently, the number of eligible articles was reduced from 157 to 40 articles (157 – 117 = 40), which were classified as eligible studies.

Table 4. Total Articles in Stage 3.Elibility

Source Of Database	Number Of Articles in Stage 2	Number Of Eclude Articles Based On Non English Text, Full Text Not To Related With Logistics CustomerSatisfaction, Logistics Service Quality	Total Articles in Stage 3. Eligibility
IEEE Xplore	23	17	6
Emerald	27	20	7
Science Direct	43	32	11
Springer Link	34	24	10
Google Scholar	30	24	6
Total	157	117	40

Source: International Reputables Databases (2026).

Stage 4 or the Stage of Number of Articles Included in the Analysis involved analyzing articles that met the eligibility criteria. Table 5 presents the number of articles eligible for analysis, totaling 40 articles, consisting of 6 articles from IEEE Xplore (14%), 8 articles from Emerald (19%), 11 articles from ScienceDirect (27%), 9 articles from SpringerLink (23%), and 6 articles from Google Scholar (14%).

Table 5. Number of Articles Included in Analysis

Source Of Database	Number Of Article In Stage 4 =40	%
IEEE Xplore	6	14
Emerald	8	19
Science Direct	11	27
Springer Link	9	23
Google Scholar	6	14
Total	40	100

Source : International Reputable Databases (2026)

The data source that contributed the largest number of articles for analysis was ScienceDirect, with a total of 11 articles (27%). The overall results of the screening process from Stage 0 to Stage 4 are presented in Table 6.

Table 6. Number of Publication by Database Sources

Source Of Database	Stage 0 Stage Sart	Stage-1 Identification	Stage-2 Screening	Stage-3 Eligibility	Stage-4 Number Of Included In Analysis
IEEE Xplore	182	134	23	6	6
Emerald	216	159	27	7	7
Science Direct	344	253	43	11	11
Springer Link	268	197	34	10	10
Google Scholar	236	174	30	6	6
Total	1.246	918	157	40	40

Source : International Reputable Databases (2026).

Table 7 presents the number of articles eligible for analysis by year of publication.

Table 7. Year of Publication

Year	Total Of Articles	%
2020	5	12.5
2021	9	22.5
2022	6	15
2023	9	22.5
2024	9	22.5
2025	2	5
Total	40	100

Source : International Reputable Databases (2026).

The information in Table 7 indicates that the number of articles published in 2021, 2023, and 2024 was 9 articles, representing 22.50%. The smallest number of articles was published in 2025, with only 2 articles, accounting for 5%.

3.   FINDINGS AND DISCUSSION
3.1 Why Investigate Logistics Customer Satisfaction

Research mneeds to fucus on Logistics Customer Satisfaction (LCS) because this issue has become increasingly critical in the context of the rapid growth of the logistics industry.There is a clear paradox between industry growth and customer satisfaction. Empirical data indicate that Indonesia's logistics revenue has increased very significantly, while customer complaints have also risen sharply. This reflects a structural gap between economic performance (revenue, volume, and expansion) and service performance (customer experience, reliability, transparency, and satisfaction). In other words, industry growth does not automatically translate into customer satisfaction. This paradox constitutes a primary scientific rationale for specifically investigating LCS.

Complaint data only describe "symptoms," not "causes." Data from the Ministry of Trade indicate the existence of problems related to Logistics Customer Satisfaction; however, they do not explain the dominant factors causing dissatisfaction. Research on LCS is therefore required to uncover the underlying structure of causal factors, rather than merely recording the volume of complaints.

Existing research on Logistics Customer Satisfaction in Indonesia remains frahmented. Previous studies tend to examine isolated variables (such as delivery speed, tracking systems, or service reliability) and have not yet provided an integrated map of dominant factors. Consequently, LCS needs to be systematically investigated not to confirm the existence of problems, but to synthesize scientific evidence and to develop a comprehensive conceptual framework. LCS is a strategic variable, not merely an operational indicator. The literature demonstrates that LCS directly affects customer loyalty, repurchase intention, operational efficiency, and competitive advantage. In the context of rapid industry expansion, LCS has become a determinant of long-term sustainability rather than simply a measure of service quality.

Indonesia requiresa contextualized LCS model. Many international models have been developed in advanced economies characterized by stable infrastructure and multinational logistics providers. In contrast, Indonesia is defined by an archipelagic geography, significant regional disparities, the dominance of small and medium-sized logistics enterprises, and extreme variation in service quality. Therefore, LCS must be studied to construct a nationally relevant framework of influencing factors. Although macro-level data indicate very strong growth in the logistics sector, the increasing number of customer complaints signals a serious gap between industry performance and perceived service quality. Statistical indicators capture surface-level phenomena but do not explain the structure of factors shaping customer satisfaction and

dissatisfaction. Accordingly, research on Logistics Customer Satisfaction is essential to systematically identify, synthesize, and map the dominant determinants of logistics customer satisfaction, thereby bridging the gap between industrial growth and service quality.

3.2 Publication Year

The information in table 7 indicates that the articles analyzed were published between 2020 and 2025. The number of articles published in 2020 was 5 (12.50%), in 2021 there were 9 articles (22.50%), in 2022 there were 6 articles (15%), in 2023 there were 9 articles (22.50%), in 2024 there were 9 articles (22.50%), and in 2025 there were 2 articles (5%).The highest numbers of publications were recorded in 2021, 2023, and 2024, with 9 articles each (22.50%). The smallest number of articles was published in 2025, with only 2 articles (5%).

3.3 Analysis State of the Art for Logistics Customer Satisfaction

Total of 40 articles were analyzed. The reaserch findings from the author of these articles related to Logistics Customer Sarusfaction are presented in table .

Table 8. Analysis Result of Articles

No	Article Title	Author & Year	Conclusion
1	Logistics performance and customer satisfaction in modern supply chains	Arabelen (2021)	Logistics performance has a positive and significant effect on customer satisfaction through timeliness, flexibility, and service reliability.
2	Last-mile delivery failures and customer satisfaction	Boone & Murfield (2020)	Last-mile delivery failures significantly reduce customer satisfaction, particularly related to delays and miscommunication.
3	Logistics service quality and customer satisfaction in digital commerce environments	Cai (2024)	Digital logistics service quality (tracking, speed, responsiveness) enhances e-commerce customer satisfaction.
4	Digital tracking accuracy, delivery speed, and customer satisfaction in smart logistics systems	Chen & Lee (2024)	Tracking accuracy and delivery speed have a direct effect on customer satisfaction.
5	Re-evaluating logistics service quality	Esper & Badar (2021)	Modern LSQ dimensions (visibility, reliability, customization) are key determinants of customer satisfaction.
6	Statistical practicum module using SmartPLS	Hasnita (2021)	Measurement of service quality and satisfaction can be robustly analyzed using SEM-PLS.

7	Service quality resilience in logistics under disruption	Hosseini & Ivanov (2021)	Service quality resilience maintains customer satisfaction despite supply chain disruptions.
8	Customer experience and satisfaction in sustainable logistics systems	Hui (2025)	Sustainable logistics practices improve customer experience and satisfaction.
9	Relative importance of LSQ dimensions on customer satisfaction	Jitimaneeroj (2022)	Reliability, responsiveness, and information quality are the most influential LSQ dimensions on satisfaction.
10	Customer experience in logistics services	Kembro et al. (2022)	Logistics pain points (delays, lack of visibility) reduce satisfaction; transparency enhances experience.
11	Logistics dimensions and their influence on customer satisfaction	Koesmariadi & Agusinta (2024)	Transport reliability and service responsiveness significantly affect customer satisfaction.
12	Delivery reliability and logistics satisfaction in e-commerce	Lee & Park (2023)	Delivery reliability is a major predictor of e-commerce customer satisfaction.
13	Transportation performance and logistics service quality	Lin et al. (2023)	Transportation performance improves logistics service quality and customer satisfaction.
14	E-logistics factors influencing customer satisfaction	Luu & Nguyen (2024)	E-logistics systems, tracking, and transaction security increase cross-border customer satisfaction.
15	Logistics service characteristics and customer satisfaction in urban freight	Mamun et al. (2023)	Urban service characteristics (speed, reliability) positively influence customer satisfaction.
16	Transport capacity and logistics performance	Minh & Ngo (2024)	Transport capacity strengthens logistics performance and customer satisfaction.
17	Logistics service quality and satisfaction in the courier industry	Nguyen & Kim (2024)	LSQ affects customer satisfaction and loyalty in the courier industry.
18	LSQ factors impacting customer satisfaction in ASEAN industries	Nguyen & Phong (2023)	Information quality and delivery reliability are dominant satisfaction factors.
19	Role of logistics performance and service quality	Oláh et al. (2020)	Logistics performance and service quality enhance satisfaction and competitive advantage.
20	Customer satisfaction under logistics uncertainty	Pournader & Kach (2021)	Service quality gaps increase dissatisfaction during logistics uncertainty.

21	Last-mile delivery challenges in Southeast Asia	Rahayu & Prabowo (2022)	Last-mile delivery challenges significantly affect customer satisfaction.
22	Service quality drivers in third-party logistics	Santos & Silva (2021)	Reliability, empathy, and responsiveness of 3PLs improve customer satisfaction.
23	Digital logistics service quality in Indonesia	Setiawan & Putra (2023)	Digital service quality improves customer experience and logistics satisfaction in Indonesia.
24	Drivers of customer satisfaction in e-commerce logistics	Sharma & Sheth (2021)	Delivery speed and transparency are the main drivers of customer satisfaction.
25	Measuring LSQ in the digital era	Singh & Kaur (2020)	Digital LSQ dimensions significantly affect customer satisfaction.
26	Delivery speed and logistics satisfaction among Indonesian customers	Sugiarto & Lestari (2024)	Delivery speed positively affects Indonesian e-commerce customer satisfaction.
27	Transportation provider performance and LSQ	Susanty & Fitra (2022)	Transportation provider performance enhances LSQ and customer satisfaction.
28	Distribution performance and logistics satisfaction	Syahrial & Maulana (2023)	Efficient distribution improves retail customer satisfaction.
29	Logistics service innovation and customer satisfaction	Tjahjono & Sutopo (2020)	Logistics service innovation increases customer satisfaction and loyalty.
30	Mediating role of LSQ on customer satisfaction	Tran & Nguyen (2025)	LSQ mediates the effect of digital logistics on global customer satisfaction.
31	Delivery reliability and service transparency	Tsai & Yang (2023)	Reliability and service transparency increase O2O logistics customer satisfaction.
32	Performance–expectation gaps in 3PL	Wang & Zhao (2022)	Performance gaps weaken third-party logistics customer satisfaction.
33	Transport network reliability and logistics satisfaction	Wu & Chen (2023)	Transport network reliability significantly impacts customer satisfaction.
34	Logistics tracking accuracy and service transparency	Xu & Li (2021)	Tracking accuracy improves trust and customer satisfaction.
35	Drone-based last-mile delivery	Yan & Guo (2024)	Drone delivery innovation improves perceived customer satisfaction.
36	Logistics service performance and customer experience	Yang & Li (2020)	Logistics service performance enhances customer experience and satisfaction.

37	Determinants of logistics customer satisfaction in reverse logistics	Yilmaz & Kocak (2022)	Reverse logistics efficiency affects customer satisfaction.
38	Logistics digitalization, service experience, and satisfaction	Yuan & Sun (2025)	Logistics digitalization strengthens service experience and customer satisfaction.
39	Key predictors of logistics satisfaction in e-marketplaces	Zhang & Zhao (2023)	Delivery reliability and information quality predict customer satisfaction.
40	Service recovery quality and logistics customer satisfaction	Zhong & Xu (2024)	Service recovery quality significantly affects post-failure customer satisfaction.

Source: International Reputable Databases (2026)

From the total of 40 articles included in this study, the primary objective of the analysis was to systematically identify and synthesize the dominant factors influencing Logistics Customer Satisfaction (LCS). Rather than merely summarizing prior findings, this study sought to extract recurring constructs, explanatory variables, and empirical patterns reported across the literature in order to build an integrated understanding of what drives customer satisfaction in logistics services. Through a comprehensive comparative analysis of the selected studies, the evidence was examined to determine how different aspects of logistics operations and service delivery contribute to customers' evaluations, perceptions, and satisfaction outcomes.

Based on this synthesis process, the influencing factors were conceptually grouped into four major dimensions: Logistics Service Quality, Transportation Provider, Distribution, and Last-Mile Delivery.

Table 9. Influence Factors Based on State of The Art Result

Influence Factor	Author	Total
Logistics Service Quality (LSQ)	Arabelen (2021); Cai (2024); Chen & Lee (2024); Esper & Badar (2021); Hasnita (2021); Hosseini & Ivanov (2021); Hui (2025); Jitimaneeroj (2022); Kembro et al. (2022); Luu & Nguyen (2024); Nguyen & Kim (2024); Oláh et al. (2020); Pournader & Kach (2021); Setiawan & Putra (2023); Singh & Kaur (2020); Tjahjono & Sutopo (2020); Tran & Nguyen (2025); Xu & Li (2021); Yang & Li (2020); Yuan & Sun (2025); Zhong & Xu (2024)	21
Transportation Provider	Koesmariadi & Agusinta (2024); Lin et al. (2023); Minh & Ngo (2024); Santos & Silva (2021); Susanty & Fitra (2022); Wang & Zhao (2022); Wu & Chen (2023)	7

Distribution	Mamun et al. (2023); Syahrial & Maulana (2023); Yilmaz & Kocak (2022)	3
Last Mile Delivery	Boone & Murfield (2020); Lee & Park (2023); Nguyen & Phong (2023); Rahayu & Prabowo (2022); Sharma & Sheth (2021); Sugiarto & Lestari (2024); Tsai & Yang (2023); Yan & Guo (2024); Zhang & Zhao (2023)	9
Total		40

Source : International Reputable Databases (2026)

By examining the information presented in Table 9, it can be explained that the factors influencing Logistics Customer Satisfaction consist of Logistics Service Quality, Transportation Provider, Distribution, and Last-Mile Delivery, with detailed descriptions and classifications as presented in Table 10.

Table 10. Influence Factors

Influence Factors	Total	%
Logistics Service Quality	21	52.50
Transporation Provider	7	17.50
Distribution	3	7.50
Last Mile Delivery	9	22.50
Total	40	100

Source : International Reputable Databases (2026)

The information in Table 10 indicates that 21 articles (52.50%) address Logistics Service Quality, 7 articles (17.50%) focus on Transportation Providers, 3 articles (7.50%) discuss Distribution, and 9 articles (22.50%) examine Last-Mile Delivery. These findings indicate that Logistics Service Quality represents the most influential factor affecting Logistics Customer Satisfaction.To facilitate a clearer understanding of the concepts of Logistics Service Quality, Transportation Provider, Distribution, and Last-Mile Delivery, their definitions are presented below.

1. Logistics Service Quality refers to the level of service excellence perceived by customers, reflected in service reliability, timeliness, speed, information and tracking accuracy, responsiveness, transparency, flexibility, and service recovery capability, in both conventional and digital logistics systems, which directly shape customer experience and satisfaction. (Arabelen ,2021).

2. Transportation Provider refers to logistics service firms or transport operators responsible for the physical movement of goods, whose performance is reflected in transport network reliability, capacity, timeliness, safety, operational flexibility, and service interaction quality, which determine logistics performance and customer satisfaction.(Lin et al.,2023).

3. Distribution refers to the set of activities managing the flow of goods from production facilities or warehouses to consumption points, including warehousing, order processing, inventory management, reverse logistics, and distribution network coordination, which determine delivery speed, accuracy, product availability, and customer satisfaction. (Mamun et al.,2023).

4. Last Mile Delivery refers to the final stage of the distribution process that connects logistics facilities with end customers, encompassing direct delivery activities, customer communication, speed, reliability, location accuracy, and delivery innovations, which most strongly determine perceived service quality and customer satisfaction. (Boone & Murfield, 2020).

4. CONCLUSION

The factors influencing Logistics Customer Satisfaction consist of Logistics Service Quality, which contributes 52.50%, Transportation Provider, which contributes 17.50%, Distribution, which contributes 7.50%, and Last-Mile Delivery, which contributes 22.50%. These findings indicate that Logistics Service Quality exerts the greatest influence on Logistics Customer Satisfaction.

To facilitate a clearer understanding of the concepts of Logistics Service Quality, Transportation Provider, Distribution, and Last-Mile Delivery, their definitions are presented below.

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