

Service Integration as a Strategic Capability: Examining Its Impact on Customer Satisfaction in B2B Logistics

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ABSTRACT

The increasing complexity of supply chain operations driven by digitalization and global trade has intensified the need for integrated logistics solutions, particularly in Business-to-Business (B2B) contexts. This study examines the role of one-stop integrated logistics services in influencing customer satisfaction based on the Resource-Based View (RBV). A quantitative approach was used by collecting survey data from 100 B2B customers of integrated logistics providers in Indonesia and analyzing them using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that service integration positively and significantly affects customer satisfaction, both directly and indirectly through logistics service quality. Integration capability also improves logistics service quality and perceived value. However, only logistics service quality significantly influences customer satisfaction, while perceived value has no significant effect. Customer trust is also identified as a strong predictor of satisfaction, although its moderating role is unsupported. These results indicate that customer satisfaction in B2B logistics is mainly driven by operational reliability and trust rather than value considerations. Managerially, companies should strengthen service integration, operational performance, and customer trust to enhance satisfaction and long-term relationships.

ABSTRAK

Meningkatnya kompleksitas operasi rantai pasok akibat digitalisasi dan perdagangan global telah meningkatkan kebutuhan akan solusi logistik terintegrasi, khususnya dalam konteks Business-to-Business (B2B). Penelitian ini mengkaji peran layanan logistik terintegrasi one-stop solution dalam memengaruhi kepuasan pelanggan berdasarkan Resource-Based View (RBV). Pendekatan kuantitatif digunakan dengan mengumpulkan data survei dari 100 pelanggan B2B penyedia layanan logistik terintegrasi di Indonesia dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa integrasi layanan berpengaruh positif dan signifikan terhadap kepuasan pelanggan, baik secara langsung maupun tidak langsung melalui kualitas layanan logistik. Kapabilitas integrasi juga meningkatkan kualitas layanan logistik dan nilai yang dirasakan pelanggan. Namun, hanya kualitas layanan logistik yang berpengaruh signifikan terhadap kepuasan pelanggan, sedangkan nilai yang dirasakan tidak menunjukkan pengaruh signifikan. Kepercayaan pelanggan juga menjadi prediktor kuat kepuasan, meskipun perannya sebagai variabel moderasi tidak terbukti. Hasil ini menunjukkan bahwa kepuasan pelanggan dalam logistik B2B lebih banyak dipengaruhi oleh keandalan operasional dan kepercayaan dibandingkan pertimbangan nilai. Secara manajerial, perusahaan perlu memperkuat integrasi layanan, kinerja operasional, dan kepercayaan pelanggan untuk meningkatkan kepuasan serta hubungan jangka panjang.

1. Introduction

1.1. Research Background

The logistics industry has undergone profound structural transformation driven by the rapid expansion of global trade, digitalization, and the proliferation of e-commerce ecosystems [1]. These developments have significantly increased the complexity of supply chain operations, requiring logistics service providers to deliver faster, more reliable, and highly coordinated services across multiple channels and geographies. In this context, traditional fragmented logistics services are

increasingly inadequate, as customers - particularly in Business-to-Business (B2B) settings demand integrated solutions that can streamline operations, reduce coordination costs, and enhance overall supply chain performance [2].

To address these challenges, many logistics firms have adopted the concept of one-stop solution logistics, which integrates various logistics functions - such as transportation, warehousing, inventory management, tracking systems, and after-sales services - into a unified service offering [3]. This integrated model is

theoretically grounded in supply chain integration and service-dominant logic, which emphasize value co-creation through coordinated processes and seamless service delivery [4]. By consolidating multiple logistics activities into a single platform, one-stop solutions are expected to enhance operational efficiency, improve information transparency, and simplify decision-making for customers.

Concurrently, the advancement of digital technologies has accelerated the implementation of integrated logistics systems [5]. Digital platforms enable real-time information sharing, system interoperability, and data-driven decision-making, thereby strengthening the capability of logistics providers to deliver end-to-end visibility and responsiveness [6]. These capabilities are particularly critical in B2B environments, where customers require high levels of reliability, accuracy, and customization to support their operational continuity. As such, digital logistics capability has emerged as a key enabler of service integration and a strategic resource in achieving superior service performance [7].

Despite the theoretical advantages of integrated logistics services, empirical findings on their impact on customer satisfaction remain inconclusive [8]. While prior studies have consistently established that logistics service quality dimensions such as timeliness, reliability, and responsiveness positively influence customer satisfaction, the direct effect of service integration as a holistic construct has received limited attention. In practice, the implementation of one-stop solution logistics is often constrained by organizational silos, technological incompatibility, and limited infrastructure readiness, which may undermine the effectiveness of integration efforts and lead to suboptimal customer experiences [9].

Moreover, extant literature has largely focused on isolated service attributes rather than examining integration as a multidimensional and systemic capability. This fragmented approach fails to capture the complexity of modern logistics services, where value is created through the interaction of multiple interconnected processes. In addition, most studies have been conducted in Business-to-Consumer (B2C) or e-commerce contexts, with relatively limited attention given to B2B logistics environments [10]. This represents a critical gap, as B2B relationships are characterized by long-term contracts, higher switching costs, and more complex evaluation criteria, including perceived value, trust, and strategic alignment [11].

Another important limitation in the existing body of knowledge is the insufficient exploration of the underlying mechanisms through which service integration influences customer satisfaction [12]. Specifically, the roles of logistics service quality and perceived value as mediating variables, as well as customer trust as a moderating factor, have not been

adequately integrated into a comprehensive empirical framework [13]. From a theoretical perspective, these variables are essential in explaining how customers evaluate integrated services and translate operational performance into satisfaction outcomes, particularly in relational exchange settings.

Furthermore, empirical evidence from emerging markets, such as Indonesia, remains scarce despite the rapid development of integrated logistics services in these regions [14]. The increasing demand for end-to-end logistics solutions from sectors such as manufacturing, retail, and e-commerce underscores the need for context-specific research that reflects the unique institutional, technological, and operational characteristics of these markets [15].

In response to these gaps, this study develops a comprehensive research model to examine the effect of one-stop solution logistics service integration on customer satisfaction in integrated logistics companies [16]. The model incorporates logistics service quality and perceived value as mediating variables, and customer trust as a moderating variable, thereby offering a more nuanced understanding of the mechanisms and boundary conditions underlying this relationship [17].

By advancing a multidimensional perspective on service integration and embedding it within a relational and value-based framework, this study contributes to the logistics and supply chain management literature in several ways [18]. First, it extends prior research by conceptualizing service integration as a holistic capability rather than a set of isolated service attributes. Second, it provides empirical evidence on the mediating and moderating processes that shape customer satisfaction in B2B logistics contexts. Third, it offers insights from an emerging market setting, thereby enhancing the generalizability and contextual relevance of logistics service research.

From a managerial standpoint, the findings of this study are expected to inform logistics service providers on how to design and implement integrated service strategies that not only improve operational performance but also enhance customer satisfaction, strengthen trust, and sustain long-term business relationships in increasingly competitive and complex supply chain environments

1.2. Literature Review and Hypotheses Development

1.2.1. Resource-Based View (RBV)

The Resource Based View posits that firms achieve sustained competitive advantage through the deployment of valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities [19]. In the logistics industry, competitive advantage increasingly depends on intangible capabilities, such as process integration, digital infrastructure, and cross-functional coordination, rather than solely on physical

assets [20]. Within this perspective, one-stop solution logistics service integration represents a higher-order organizational capability that combines operational resources (e.g., transportation and warehousing), technological systems (e.g., digital platforms), and organizational routines into a unified service architecture [21]. This capability enables firms to reduce operational fragmentation, improve coordination, and enhance service responsiveness, thereby creating superior value for customers [22]. RBV further suggests that the value of such capabilities is realized both directly, through improved service delivery, and indirectly, through intermediate mechanisms such as service quality and customer value perception

1.2.2. One-Stop Solution Logistics Service Integration and Customer Satisfaction

Customer satisfaction is a critical performance outcome in logistics services, particularly in B2B contexts where long-term relationships and operational reliability are essential [11]. Firms with strong integration capabilities are better able to deliver seamless and consistent services, thereby enhancing customer experience through improved coordination and operational efficiency [21]. Service integration simplifies logistics processes by reducing the need for customers to coordinate multiple service providers, improves transparency through centralized information systems, and enhances reliability across service stages [13]. In integrated logistics environments, these capabilities contribute directly to customer satisfaction because customers benefit from greater service consistency, visibility, and responsiveness [14]. Therefore, the following hypothesis is proposed.

H1: One-stop solution logistics service integration has a positive effect on customer satisfaction

1.2.3. Service Integration and Logistics Service Quality

According to the Resource Based View, firm capabilities influence performance outcomes through effective operational execution, where organizational resources are transformed into superior service performance [21]. In logistics services, this operational execution is reflected in logistics service quality, including dimensions such as reliability, timeliness, accuracy, and responsiveness [8]. Service integration enhances coordination among logistics activities and facilitates real-time information sharing across the supply chain, thereby improving consistency and reliability in service delivery [4]. Integrated logistics systems also enable firms to streamline processes and reduce operational fragmentation, which contributes to higher service performance quality [15]. Therefore, firms with stronger integration capabilities are expected to provide superior logistics service quality.

H2: One-stop solution logistics service integration has a positive effect on logistics service quality.

1.2.4. Logistics Service Quality and Customer Satisfaction

Logistics service quality represents the operational manifestation of firm capabilities as perceived by customers, particularly through dimensions such as reliability, responsiveness, timeliness, and accuracy [8]. High-quality logistics services help reduce operational uncertainty, improve efficiency, and strengthen customer confidence in the service provider, which ultimately enhances customer satisfaction [14]. In B2B logistics environments, where logistics performance directly influences business continuity and supply chain effectiveness, customers place substantial importance on reliable and responsive service delivery [11]. Moreover, integrated and consistent logistics performance contributes to smoother operational processes and stronger long-term business relationships, thereby increasing satisfaction levels among customers. Therefore, the following hypothesis is proposed [13].

H3: Logistics service quality has a positive effect on customer satisfaction.

1.2.5. The Mediating Role of Logistics Service Quality

Firm capabilities generate value through intermediate processes that transform internal resources into superior customer outcomes [21]. In the context of logistics services, logistics service quality functions as an important operational mechanism linking service integration capability with customer satisfaction. Service integration improves coordination among logistics functions, enhances information sharing, and increases operational efficiency, all of which contribute to higher logistics service quality [4]. Improved service quality reflected in reliable, timely, and responsive service delivery subsequently enhances customer satisfaction by reducing operational disruptions and increasing customer confidence [8]. Previous studies also suggest that operational service performance acts as a critical pathway through which organizational capabilities influence customer evaluations and relational outcomes [14]. Therefore, logistics service quality is expected to mediate the relationship between service integration and customer satisfaction.

H4: Logistics service quality mediates the relationship between service integration and customer satisfaction.

1.2.6. Service Integration and Perceived Value

Beyond operational performance, firm capabilities must ultimately create value as perceived by customers [14]. In logistics services, perceived value reflects customers' evaluation of the benefits received relative to the costs and efforts incurred in obtaining the service. Service integration is expected to enhance perceived value by reducing coordination complexity, improving operational efficiency, and providing seamless end-to-end service convenience through unified logistics solutions [4]. Integrated logistics systems also improve

information transparency and responsiveness, enabling customers to achieve greater efficiency and reduced operational burden [15]. These advantages strengthen the overall value proposition perceived by customers and improve their evaluation of the logistics service provider. Therefore, the following hypothesis is proposed:

H5: One-stop solution logistics service integration has a positive effect on perceived value.

1.2.7. Perceived Value and Customer Satisfaction

Perceived value plays a crucial role in shaping customer satisfaction, as customers evaluate whether the benefits obtained from a service justify the associated costs and efforts [14]. In B2B logistics contexts, perceived value is particularly important because service decisions are commonly driven by efficiency improvements, operational effectiveness, and cost optimization [11]. Customers who perceive higher value from integrated logistics services are more likely to experience greater satisfaction because the services contribute positively to their business performance and operational convenience [15]. Therefore, the following hypothesis is proposed:

H6: Perceived value has a positive effect on customer satisfaction.

[4] Perceived value also serves as an important mechanism through which service integration influences customer satisfaction. Service integration enhances perceived value by improving operational efficiency, simplifying coordination processes, and reducing customers' operational burden through end-to-end logistics solutions. These improvements strengthen customers' evaluation of the overall benefits provided

by the logistics service provider, which subsequently contributes to higher satisfaction levels [14]. Thus, perceived value is expected to mediate the relationship between service integration and customer satisfaction.

H7: Perceived value mediates the relationship between service integration and customer satisfaction.

1.2.8. The Role of Customer Trust

Customer trust represents an important relational asset that reflects customers' confidence in the service provider's reliability, integrity, and competence [11]. In B2B logistics relationships, trust plays a critical role because logistics services directly affect operational continuity and supply chain performance. Higher levels of trust help reduce perceived risk, increase confidence in integrated logistics systems, and strengthen long-term business relationships [17]. Customers who trust their logistics providers are more likely to perceive service experiences positively, which contributes directly to customer satisfaction [14].

In addition, customer trust may strengthen the impact of logistics service quality on customer satisfaction. When customers trust the logistics provider, they are more likely to appreciate reliable and responsive service performance, thereby amplifying the positive effect of service quality on satisfaction outcomes [13]. Therefore, the following hypotheses are proposed:

H8: Customer trust has a positive effect on customer satisfaction.

H9: Customer trust positively moderates the relationship between logistics service quality and customer satisfaction.

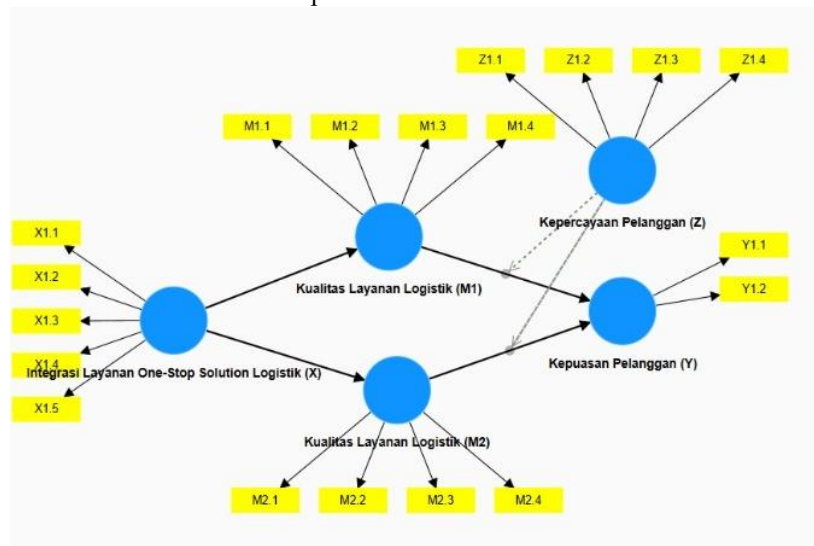


Figure 1. Research Framework

2. Research Method

This study adopts a quantitative research design to examine the relationships between one. This study employs a quantitative research design to examine the

relationships between one-stop solution logistics service integration and customer satisfaction within integrated logistics companies [23]. Grounded in the Resource-Based View, the study aims to test theoretically derived

hypotheses by analyzing causal relationships among latent constructs. A cross-sectional survey approach is adopted, whereby data are collected at a single point in time from respondents representing firms that utilize integrated logistics services [24]. This design is appropriate for capturing customer perceptions and evaluating service performance in a Business-to-Business (B2B) logistics context.

The population of this study consists of B2B customers of integrated logistics service providers in Indonesia, particularly firms that utilize one-stop solution logistics services. The unit of analysis is the organizational respondent, represented by individuals who are directly involved in logistics operations and decision-making processes, such as logistics managers, operations managers, procurement staff, supply chain professionals, and export–import personnel. A purposive sampling technique is employed to ensure that respondents possess relevant knowledge and experience. To be included in the study, respondents must be actively involved in the use or evaluation of third-party logistics services, represent a company that uses logistics services rather than provides them, have experience using one-stop solution logistics services for at least three months, and have direct interaction with logistics systems such as tracking platforms or dashboards. Based on these criteria, a total of 100 valid responses are collected and used for analysis. This sample size is considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM), particularly for models with moderate complexity.

Data are collected using a structured questionnaire administered online through Google Forms. The online survey method enables efficient data collection from geographically dispersed respondents and is well-suited for professionals in B2B environments. The questionnaire is distributed through professional networks and business communication channels. Participation is voluntary, and respondents are informed about the purpose of the study prior to completing the survey. Ethical considerations are addressed by ensuring respondent anonymity, maintaining the confidentiality of responses, and using the data solely for academic purposes.

All measurement items are assessed using a seven-point Likert scale, ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). The use of a seven-point scale allows for greater sensitivity and variability in responses, thereby improving measurement precision and capturing more nuanced perceptions of respondents.

The constructs in this study are operationalized as reflective latent variables, with measurement items adapted from established literature and adjusted to the B2B logistics context. One-stop solution logistics service integration is conceptualized as the extent to which logistics services are integrated into a unified system, including real-time information availability,

coordination across service units, end-to-end service capability, information transparency, and service flexibility. Logistics service quality reflects the operational performance of logistics services, including timeliness, accuracy, responsiveness, and consistency. Perceived value represents the customer’s evaluation of the benefits received relative to the costs incurred, including operational efficiency, cost-benefit balance, reduction in coordination complexity, and value added compared to alternative providers. Customer trust captures the level of confidence in the logistics provider, including reliability, commitment fulfillment, data security, and professionalism. Customer satisfaction reflects the overall evaluation of service performance, including satisfaction, intention to continue using the service, willingness to recommend, perceived reliability, and value satisfaction.

The data are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. This method is selected due to its suitability for analyzing complex models with multiple constructs, its robustness in handling relatively small sample sizes, and its flexibility with respect to data distribution assumptions. PLS-SEM is particularly appropriate for predictive research and theory development, which aligns with the objectives of this study.

The evaluation of the measurement model is conducted to ensure the reliability and validity of the constructs. Indicator reliability is assessed through outer loadings, with values exceeding 0.70 indicating acceptable reliability. Internal consistency reliability is evaluated using Composite Reliability and Cronbach’s Alpha, with threshold values of 0.70. Convergent validity is assessed using the Average Variance Extracted (AVE), where values above 0.50 indicate that the construct explains a sufficient proportion of variance in its indicators. Discriminant validity is assessed using the Fornell–Larcker criterion and cross-loading analysis to ensure that each construct is empirically distinct from the others.

Following the assessment of the measurement model, the structural model is evaluated to test the proposed hypotheses. The explanatory power of the model is assessed using the coefficient of determination (R^2). Path coefficients are estimated using a bootstrapping procedure to determine statistical significance, with hypotheses supported when the t-statistic exceeds 1.96 and the p-value is below 0.05. Mediation effects are examined through indirect effect analysis, while moderation effects are tested by incorporating interaction terms between the moderator and predictor variables. Overall, this study applies a PLS-SEM approach with a sample of 100 B2B respondents to examine how one-stop solution logistics service integration, as a strategic capability under the Resource-Based View, influences customer satisfaction through

logistics service quality and perceived value, while considering the role of customer trust in shaping these relationships.

3. Result and Discussion

3.1. Result

The measurement model was assessed to evaluate the reliability and validity of the constructs, including indicator reliability, internal consistency reliability, and convergent validity. The evaluation was conducted based on the outer loading values obtained after the elimination of low-loading indicators.

The results on Table 1 indicate that all retained indicators exhibit outer loading values above the recommended threshold of 0.70, confirming adequate indicator reliability. Specifically, the construct of logistics service quality (M1) demonstrates satisfactory loadings ranging from 0.757 to 0.845, indicating that all indicators consistently represent the underlying construct. Similarly, the perceived value construct (M2) shows very strong outer loadings, ranging from 0.741 to 0.954, suggesting a high degree of internal consistency and strong representation of the latent variable.

Table 1. Reliability and Convergent Validity Assessment

Construct	Cronbach's Alpha	Rho_A	Composite Reliability (CR)	AVE
Integration (X)	0.918	0.923	0.943	0.804
Customer Trust (Z)	0.732	0.767	0.843	0.642
Customer Satisfaction (Y)	0.727	0.751	0.879	0.784
Logistics Service Quality (M1)	0.703	0.706	0.835	0.628
Perceived Value (M2)	0.913	0.934	0.940	0.799

For the one-stop solution logistics service integration construct (X), all indicators present high loading values between 0.802 and 0.933, indicating that the construct is well-defined and accurately captured by its measurement items. Customer satisfaction (Y) also demonstrates strong indicator reliability, with outer loadings exceeding 0.85, reflecting a robust measurement of the construct. Furthermore, the customer trust construct (Z) shows stable and acceptable loading values ranging from 0.738 to 0.839, indicating improved construct validity following the removal of weaker indicators

The interaction terms used to model moderation effects, namely the interaction between customer trust and logistics service quality ($Z \times M1$) and between customer trust and perceived value ($Z \times M2$), both exhibit loading values of 1.000. This is consistent with the product indicator approach in PLS-SEM, where interaction constructs are formed as composites and therefore inherently yield perfect loadings. Overall, the measurement model demonstrates satisfactory convergent validity, as all constructs meet the recommended threshold for outer loadings, as can be seen on Figure 2.

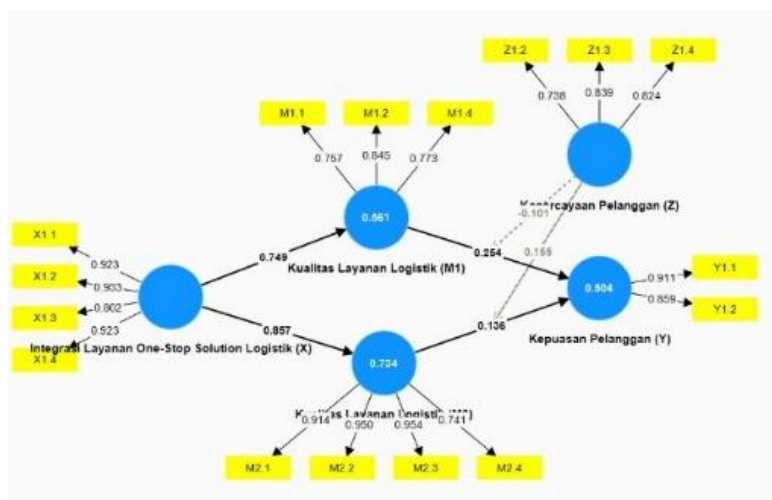


Figure 2. Outer Model

The reliability and convergent validity of the measurement model were assessed using Cronbach's alpha, composite reliability (CR), rho_A, and average variance extracted (AVE). The results indicate that all constructs meet the recommended thresholds, confirming the robustness of the measurement model. First, internal consistency reliability is established, as all Cronbach's alpha values exceed the minimum threshold

of 0.70. The integration construct (X) and perceived value (M2) demonstrate particularly high reliability ($\alpha > 0.90$), indicating excellent internal consistency. Other constructs, including customer trust (Z), customer satisfaction (Y), and logistics service quality (M1), also exhibit acceptable reliability levels, with values above the recommended cutoff. Second, composite reliability

(CR) values for all constructs range between 0.835 and 0.943, exceeding the recommended threshold of 0.70.

This confirms that the constructs consistently represent their respective latent variables. Additionally, rho_A values are also above 0.70, further supporting the reliability of the measurement model. Third, convergent validity is confirmed, as all AVE values exceed the minimum requirement of 0.50. The AVE values range from 0.628 to 0.804, indicating that each construct explains more than 50% of the variance of its indicators. Notably, the integration construct (X) and perceived value (M2) demonstrate particularly strong convergent validity, with AVE values above 0.75, suggesting a high degree of shared variance among their indicators. The results confirm that the measurement model demonstrates adequate reliability and convergent

validity, indicating that all constructs are measured consistently and accurately. These findings provide a solid foundation for proceeding to the structural model analysis.

The elimination of previously underperforming indicators has resulted in a more robust and reliable measurement structure. These findings indicate that the constructs are adequately measured and suitable for further analysis in the structural model.

The structural model was evaluated using bootstrapping procedures to assess the significance and strength of the hypothesized relationships. The results, which can be seen on Table 2, indicate that the model demonstrates substantial explanatory capability, with several key relationships showing statistically significant effects.

Table 2. Structural Model Results

Hypothesis	Relationship	O	STDEV	T	P
H1	One-Stop Logistics Service Integration (X) → Customer Satisfaction (Y)	0.307	0.104	2.956	0.003
H2	One-Stop Logistics Service Integration (X) → Logistics Service Quality (M1)	0.749	0.048	15.685	0.000
H3	Logistics Service Quality (M1) → Customer Satisfaction (Y)	0.254	0.111	2.282	0.023
H4	X → M1 → Y (Mediation via Logistics Service Quality)	0.190	-	-	-
H5	One-Stop Logistics Service Integration (X) → Perceived Value (M2)	0.857	0.073	11.704	0.000
H6	Perceived Value (M2) → Customer Satisfaction (Y)	0.136	0.132	1.036	0.300
H7	X → M2 → Y (Mediation via Perceived Value)	0.117	-	-	-
H8	Customer Trust (Z) → Customer Satisfaction (Y)	0.478	0.092	5.208	0.000
H9	Moderating Effect of Customer Trust (Z × M1) → Customer Satisfaction (Y)	-0.101	0.122	0.825	0.409

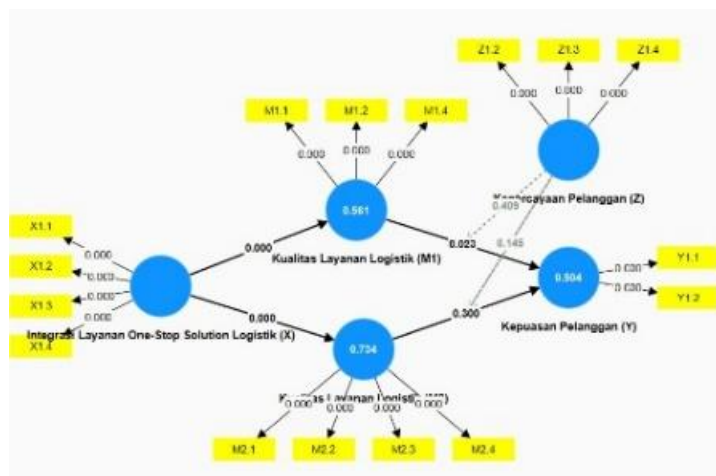


Figure 3. Inner Model

First, one-stop solution logistics service integration (X) has a positive and significant effect on customer satisfaction (Y) ($\beta = 0.307, p < 0.01$), supporting H1. This finding suggests that integration capability directly enhances customer satisfaction, indicating that customers perceive immediate benefits from integrated logistics systems. From an RBV perspective, this confirms that service integration functions as a value-creating capability that directly contributes to performance outcomes.

Second, service integration exhibits strong and highly significant effects on both logistics service quality (M1) ($\beta = 0.749, p < 0.001$) and perceived value (M2) ($\beta = 0.857, p < 0.001$), supporting H2 and H3. These results

highlight that integration capability is a fundamental driver of both operational performance and value perception. The magnitude of these coefficients indicates that integration serves as a core organizational capability that enhances service delivery and customer evaluation.

Third, customer trust (Z) demonstrates a strong positive and significant effect on customer satisfaction ($\beta = 0.478, p < 0.001$), supporting H4. This suggests that trust is a critical relational resource in B2B logistics, playing a dominant role in shaping customer satisfaction. Compared to other predictors, trust shows one of the strongest direct effects, emphasizing its strategic importance.

Fourth, logistics service quality (M1) has a positive and significant effect on customer satisfaction ($\beta = 0.254$, $p < 0.05$), supporting H5. This indicates that operational performance—such as reliability, responsiveness, and accuracy—remains a key determinant of satisfaction. However, perceived value (M2) does not have a significant effect on customer satisfaction ($\beta = 0.136$, $p > 0.05$), leading to the rejection of H6. This finding suggests that customers in B2B logistics contexts may prioritize operational reliability over cost-benefit evaluations when forming satisfaction judgments.

Regarding moderation effects, neither interaction between customer trust and logistics service quality ($Z \times M1$) nor between customer trust and perceived value ($Z \times M2$) shows a significant effect on customer satisfaction ($p > 0.05$), resulting in the rejection of H7 and H8. These results indicate that customer trust does not function as a moderating variable in this model, but rather as an independent predictor of satisfaction. Overall, the findings suggest that customer satisfaction is primarily influenced by service integration and customer trust directly, and partially through logistics

service quality, while perceived value and moderation effects do not play a significant role. This highlights the dominant importance of operational execution and relational trust in driving customer satisfaction within B2B logistics environments.

The predictive relevance of the model was assessed using the Stone–Geisser's Q^2 value obtained through the blindfolding procedure. Q^2 values greater than zero indicate that the model has predictive relevance for a given endogenous construct, while values of 0.02, 0.15, and 0.35 are generally interpreted as small, medium, and large predictive relevance, respectively.

The results on Table 3 show that all endogenous constructs exhibit positive Q^2 values, indicating that the model has satisfactory predictive relevance. Specifically, customer satisfaction (Y) demonstrates a Q^2 value of 0.367, which exceeds the threshold for large predictive relevance. This suggests that the model has strong predictive capability in explaining customer satisfaction within the B2B logistics context.

Table 3. Predictive Relevance

Construct	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Integration (X)	400.000	400.000	0.000
Customer Trust (Z)	300.000	300.000	0.000
Customer Satisfaction (Y)	200.000	126.632	0.367
Logistics Service Quality (M1)	300.000	200.646	0.331
Perceived Value (M2)	400.000	170.270	0.574

Similarly, logistics service quality (M1) shows a Q^2 value of 0.331, indicating moderate to strong predictive relevance. This implies that the model is capable of predicting operational service performance with a satisfactory level of accuracy. Notably, perceived value (M2) exhibits the highest Q^2 value of 0.574, indicating very strong predictive relevance and suggesting that the model explains a substantial portion of variance in perceived value. In contrast, exogenous constructs such as integration (X) and customer trust (Z) show Q^2 values of 0.000. This is expected, as predictive relevance is only assessed for endogenous constructs within the structural model. The findings confirm that the proposed model possesses strong predictive capability, particularly in explaining customer satisfaction and perceived value. These results further support the robustness of the model and its suitability for predictive analysis in logistics service research.

3.2. Discussion

This study aims to examine how one-stop solution logistics service integration, as a strategic capability under the Resource based View, influences customer satisfaction in a B2B logistics context. The findings provide several important theoretical and managerial insights regarding the mechanisms through which integration capability creates value and drives customer outcomes.

First, the results confirm that one-stop solution logistics service integration has a positive and significant effect on customer satisfaction. This finding reinforces the RBV argument that firm capabilities can directly generate superior performance outcomes [21], [22]. In this context, integration capability functions as a higher-order resource that enables firms to deliver seamless, coordinated, and efficient services. The ability to consolidate multiple logistics functions into a unified system reduces operational complexity for customers, enhances visibility, and improves service consistency [4], [13]. As a result, customers experience immediate benefits, which translate into higher satisfaction. This suggests that integration is not merely an operational improvement but a strategic capability that directly contributes to customer value creation [14].

Second, the findings demonstrate that service integration strongly influences both logistics service quality and perceived value. This indicates that integration capability plays a foundational role in shaping both operational performance and customer evaluation. From an RBV perspective, this reflects how internal resources and capabilities are transformed into externally observable outcomes [20]. The strong relationship between integration and logistics service quality highlights the importance of coordination, system alignment, and information integration in improving service reliability, responsiveness, and

accuracy [8], [15]. Similarly, the significant effect on perceived value suggests that customers recognize the efficiency gains and reduced coordination effort associated with integrated logistics services [11].

However, the results reveal an important distinction in how these outcomes influence customer satisfaction. Logistics service quality is found to have a positive and significant effect on satisfaction, whereas perceived value does not show a significant relationship. This finding suggests that in B2B logistics contexts, customers prioritize operational reliability over value-based considerations. While customers may acknowledge the efficiency and cost-related benefits of integrated services, their satisfaction is primarily driven by the consistency and dependability of service performance [13], [14]. This highlights a critical insight: not all capability outcomes equally translate into customer satisfaction. From an RBV standpoint, operational execution appears to be the dominant mechanism through which capabilities create value in logistics services [21].

Furthermore, logistics service quality is confirmed as a key mediating mechanism linking integration capability to customer satisfaction. This supports the RBV proposition that firm capabilities generate value through intermediate processes [22]. Integration enhances internal coordination and system efficiency, which improves service quality, and ultimately leads to higher customer satisfaction [4], [8]. At the same time, the persistence of a significant direct effect of integration on satisfaction indicates partial mediation, suggesting that integration capability also creates value independently of operational performance.

In addition, customer trust is found to have a strong and significant direct effect on customer satisfaction, highlighting the importance of relational resources in B2B logistics environments. Trust reduces perceived risk, enhances confidence in the service provider, and supports long-term business relationships [17]. From an RBV perspective, trust can be considered an intangible relational asset that complements operational capabilities [21]. Its strong effect underscores that customer satisfaction is not solely determined by service performance, but also by the quality of the relationship between the service provider and the customer [11].

Interestingly, the moderating effects of customer trust are not supported. The interaction between trust and logistics service quality, as well as between trust and perceived value, does not significantly influence customer satisfaction. This finding suggests that trust operates as an independent driver rather than a boundary condition that alters the strength of other relationships. In other words, customers evaluate service quality and value independently of their level of trust, while trust itself directly contributes to satisfaction. This challenges the common assumption that trust necessarily amplifies the impact of service performance and instead indicates

that relational and operational factors function in parallel rather than interactively [13]. The findings reveal that customer satisfaction in B2B logistics is primarily driven by three key factors: integration capability, operational service quality, and customer trust. While integration enhances both service quality and perceived value, only operational performance translates into satisfaction, highlighting the critical role of execution reliability. These results extend the RBV by demonstrating that not all capability outcomes are equally influential and that the effectiveness of capabilities depends on how they are translated into operational performance and relational outcomes.

4. Conclusion

This study analyzes the role of integrated one-stop logistics services as a strategic capability in influencing customer satisfaction within the B2B logistics sector using the Resource Based View approach. The results show that service integration positively and significantly affects customer satisfaction, while also improving logistics service quality and perceived value, indicating its importance as a core capability in logistics service delivery. Nevertheless, only logistics service quality significantly impacts customer satisfaction, whereas perceived value does not, implying that customers place greater emphasis on operational reliability and service performance than on cost-benefit considerations in evaluating logistics services. In addition, logistics service quality partially mediates the relationship between service integration and customer satisfaction, demonstrating that integration capability creates value both directly and indirectly through enhanced operational performance. Customer trust is also proven to significantly influence customer satisfaction, highlighting the importance of relational resources in B2B logistics, although its moderating effect is not supported, meaning trust acts more as an independent determinant rather than a factor that strengthens or weakens service performance effects. Overall, the study concludes that customer satisfaction in integrated logistics services is mainly shaped by the interaction between integration capability, operational service quality, and customer trust, while from an RBV perspective, reliable service execution and relational confidence are identified as the most critical factors in creating customer satisfaction within complex B2B environments.

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