

Impact of service quality in last-mile logistics on customer satisfaction and loyalty: A case study of Talabat in Nizwa, sultanate of Oman

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ABSTRACT

This study examines the influence of key service quality dimensions—delivery timeliness, order accuracy, customer communication, and handling efficiency—on customer satisfaction and loyalty within the context of Talabat's last-mile delivery services in Nizwa, Oman. A quantitative research approach was employed, utilizing structured questionnaires administered to 150 users selected through convenience sampling. Data was analyzed using Structural Equation Modeling (SEM) via the SEMj module in Jamovi, incorporating both measurement and structural model assessments. Reliability, convergent validity, and discriminant validity were evaluated through Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), and Heterotrait–Monotrait (HTMT) ratios. Results indicate that delivery timeliness significantly enhances customer satisfaction, while order accuracy, handling efficiency, and communication do not exhibit statistically significant direct effects. Customer satisfaction, however, demonstrates a strong and positive direct influence on customer loyalty and mediates the relationship between delivery timeliness and loyalty. Model fit indices (CFI, TLI, RMSEA, and SRMR) confirmed adequate fit, and multicollinearity was not detected. The findings highlight the critical role of punctual delivery and satisfaction management in cultivating long-term customer loyalty in competitive last-mile delivery environments. Practical implications suggest prioritizing operational efficiency and proactive communication strategies to elevate customer experiences.

Keywords:

Customer Satisfaction, Customer Loyalty, Service Quality, Last-Mile Delivery, Talabat, Delivery Timeliness, Order Accuracy, Customer Communication, Handling Efficiency.

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1. INTRODUCTION

The rapid growth of e-commerce and reliance on last-mile logistics have significantly influenced customer satisfaction and loyalty, particularly in Nizwa, Oman, where platforms like Talabat are reshaping consumer expectations. Last-mile delivery the final leg from distribution center to customer is a critical determinant of satisfaction, with studies showing that poor delivery experiences can lead 25% of consumers to abandon purchases (McKinsey, 2021). As the global last-mile market nears a projected \$200 billion by 2027 (Statista, 2022), improving delivery efficiency is increasingly vital. This study focuses on understanding how service quality impacts customer satisfaction and loyalty within Talabat's operations in Nizwa, in response to rising concerns over delays, poor order management, and weak communication. The research aims to identify key service gaps and offer insights to better align delivery performance with customer expectations, ultimately enhancing local logistics effectiveness and competitive positioning.

The principal concern examined in this scholarly inquiry pertains to the influence of service quality within last-mile logistics on customer satisfaction and loyalty, particularly in relation to Talabat's operations in Nizwa. The predominant challenge resides in the identification and alleviation of the factors that contribute to customer dissatisfaction, including but not limited to delayed deliveries, substandard order handling, and insufficient communication. This investigation is of paramount importance as it endeavors to elevate customer satisfaction and cultivate loyalty, both of which are vital for the enduring success of Talabat in the highly competitive online food delivery sector. By tackling these obstacles, the study aspires to furnish actionable insights that may enhance logistics performance and enrich customer experience. The study focuses on following objectives:

- To assess the relationship between customer satisfaction and customer loyalty in the context of Talabat's delivery services.

This study is significant for multiple stakeholders, including policymakers, logistics providers, and e-commerce platforms like Talabat. By identifying the key factors that influence customer satisfaction and loyalty, the findings will contribute to the development of strategies that enhance last-mile logistics service quality. For policymakers, the study offers insights into the regulatory and infrastructural improvements needed to support efficient delivery systems in Oman. For logistics providers and Talabat, the research provides practical recommendations to improve delivery performance, customer communication, and handling procedures, thereby increasing customer satisfaction and loyalty. From a theoretical perspective, this study enriches the existing body of knowledge on last-mile logistics and customer satisfaction by addressing the unique challenges faced in Nizwa's market.

The scope of this study encompasses the evaluation of service quality in last-mile logistics and its impact on customer satisfaction and loyalty, with a particular focus on Talabat's operations in Nizwa, Oman. The study covers key service quality dimensions, including delivery timeliness, order accuracy, customer communication, and handling efficiency. The research targets Talabat customers and logistics personnel within Nizwa, aiming to gather comprehensive data on their experiences and perceptions. The study period spans from February 2025 to June 2025, allowing for an in-depth analysis of customer satisfaction trends and logistical performance over time.

2. LITERATURE REVIEW

2.1 Service quality in last mile logistics

Research on service quality in last-mile logistics highlights its critical role in shaping customer satisfaction and loyalty across e-commerce and rural contexts. Jiang (2020) emphasized the need to improve product

condition, responsiveness, and reliability in rural China, while Li (2022) showed that timely and reliable delivery mediates customer expectations and satisfaction in online retail. Yi (2023) identified delivery time, reliability, and communication as key drivers, and Sampath (2024) linked logistics quality, assurance, and tangibles to both e-commerce performance and social sustainability in Colombo. Similarly, Elektra (2024) found that delivery quality, employee communication, and logistics services strongly affect satisfaction and perceived value, while Zeng (2024) demonstrated that emotional and functional value mediate the effect of communication and service quality on loyalty. Yang (2024) further highlighted the importance of perceived value, emotions, and expectations in fresh e-commerce logistics. Dian (2022) revealed that customers in Indonesia prioritize undamaged goods, postal convenience, and delivery speed, and Huang (2009) earlier established the close connection between logistics service quality, satisfaction, and loyalty. Together, these studies underscore that reliability, communication, timeliness, and product condition are central to improving last-mile service quality and sustaining customer trust in e-commerce.

2.2 Customer satisfaction in the last mile logistics

Research on customer satisfaction in last-mile logistics shows that timeliness, reliability, and communication are consistently critical to drivers across contexts. Lai (2020) found timeliness most important in parcel locker services, while Brunner and Meischer (2022) emphasized ease of use, accessibility, and socio-demographic influences in Germany and Austria. Rashid (2024) highlighted that in Pakistan's e-commerce electronics sector, product quality and clear information outweigh logistics speed and cost, whereas Bulut and Getindaş (2022) showed that website/app quality, product quality, and delivery quality jointly shape satisfaction in online grocery shopping. Studies by Vakulenko (2019), Liu (2019), and Khan (2022) confirmed that last-mile delivery mediates overall online shopping experiences, with delivery speed, accuracy, and customer service strongly enhancing loyalty. Li (2018) demonstrated that optimized delivery models balance cost with satisfaction, while Xu et al. (2020) noted that electric bicycles improve both environmental performance and worker satisfaction. Kolasiniska-Moraska (2022) stressed the role of smart logistics in ensuring service quality and sustainability. Together, these studies highlight that while product-related factors matter, last-mile delivery quality, especially timeliness, communication, and usability—remains central to customer satisfaction and loyalty in e-commerce.

2.3 Customer loyalty in last mile logistics

Studies on customer loyalty in last-mile logistics highlight the roles of trust, service quality, and sustainability in shaping long-term consumer behavior. Yang (2025) found that green collaboration builds trust and sustainable loyalty in South Korea, though high transaction costs weaken this effect, while Brahme (2022) showed customer satisfaction with green, humanized delivery strongly drives loyalty. Trust and perceived value were also identified as key loyalty drivers by Yuen (2023), and Memon (2023) emphasized distribution rate, transit time, staff service, and traceability as major contributors, with e-payments mediating outcomes in Pakistan. Titiyal (2022) highlighted the influence of e-fulfillment strategies—except customization—on loyalty for standard products, and Vakulenko (2017) revealed that functional, emotional, social, and financial values shape parcel locker experiences. Sampath (2024) further linked tangibles, assurance, and reliability in logistics service quality to social sustainability, underscoring the need for service and policy improvements. Overall, customer loyalty in last-mile logistics is strengthened by reliability, trust, sustainability, and positive value creation across delivery models.

2.4 Research Gap and Contribution

Existing studies on last-mile logistics often analyze service quality, sustainability, and technology separately, lacking an integrated approach to customer satisfaction and loyalty. Most research relies on quantitative methods, overlooking qualitative insights into customer motivations. There is also limited cross-country comparison, restricting the generalizability of findings. Emerging technologies like AI and blockchain remain underexplored, and demographic differences are rarely considered. Furthermore, sustainability and service quality are seldom combined in frameworks to enhance loyalty. The research offers actionable guidance for e-commerce and logistics stakeholders to optimize last-mile services globally.

2.5 Hypotheses

- Key service quality factors, such as delivery timeliness, order accuracy, and customer communication and handling efficiency have a

significant impact on customer satisfaction in the last-mile logistics of Talabat in Nizwa.

- Key service quality factors, such as delivery timeliness, order accuracy, and customer communication and handling efficiency have a significant impact on customer loyalty in the last-mile logistics of Talabat in Nizwa.
- Higher levels of customer satisfaction led to increased customer loyalty in Talabat's delivery services in Nizwa.

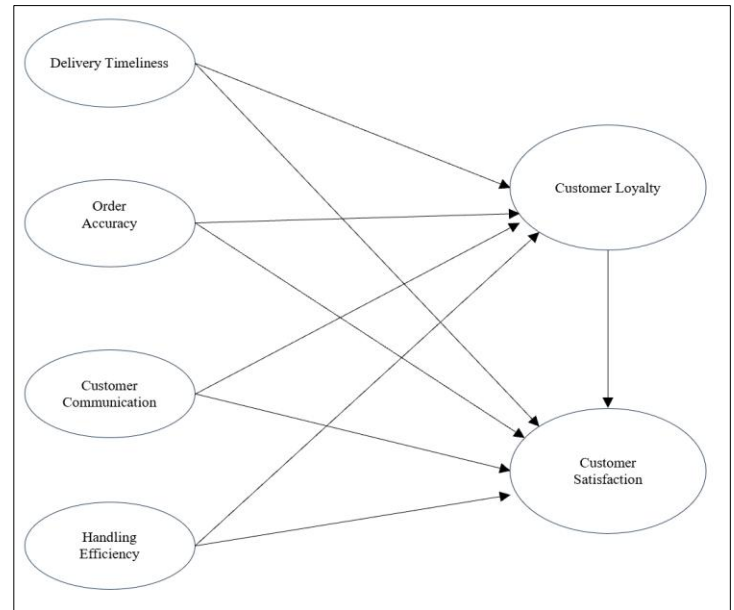


Figure 1. Conceptual framework

3. RESEARCH METHODOLOGY

This study adopted a quantitative, cross-sectional research design to examine the relationship between delivery timeliness, order accuracy, handling efficiency, customer communication, customer satisfaction, and customer loyalty within a logistics and supply chain service context. Structural Equation Modeling (SEM) was employed due to its capability to simultaneously assess measurement reliability and structural relationships among latent variables. SEM was executed using the SEMj module in the Jamovi statistical platform, which supports confirmatory factor analysis (CFA), path modeling, mediation analysis, and assessment of model fit indices. The target respondents for this study were Talabat customers who prefer to order their food through Talabat. The total population of Nizwa was recorded as 148,182, according to the 2023 statistics from NCSI. Data collected from a sample of 150 respondents by developing structured questionnaires using the convenient sampling method, determined by Slovin's Formula. Data collected from primary and secondary sources. The primary data collection method was surveys. Structured questionnaires were designed to capture customer perceptions of service quality, satisfaction, and loyalty. The first part of questionnaire consists of demographic profile of the respondents like age, income, education, marital status etc and the second part of questionnaire includes 5-point Likert scale questions ranges from strongly disagree to strongly agree. Secondary data was collected from journals, magazines, newspapers and other published information. Data analysis was performed using IBM SPSS for descriptive statistics, data screening, and preliminary diagnostics. Structural Equation Modeling (SEM) analyses including Confirmatory Factor Analysis, mediation testing, and model fit evaluation were conducted using the SEMj module in Jamovi. The software generated reliability metrics, validity measures (AVE, HTMT), and structural path coefficients essential for hypothesis testing.

4. ANALYSIS

The demographic analysis involving 150 participants highlights a strong female representation at 85.3%, with a large number, 79.3%, falling into the 18 to 25 age categories. A substantial proportion of the respondents were unmarried (76%) and possessed at least a bachelor's degree (66.7%), thus reflecting a youthful and educated demographic.

Table 1. Demographic profile

		No of Respondents	Percentage
Gender	Male	22	14.7
	Female	128	85.3
	Total	150	100
Age	18-25	119	79.3
	26-35	24	16
	36-45	2	1.3
	46-55	5	3.3
	Total	150	100
Marital Status	Married	31	20.7
	Unmarried	114	76
	Separated	5	3.3
	Total	150	100
Education	High school	17	11.3
	Diploma	27	18
	Bachelor	100	66.7
	Masters	4	2.7
	Phd	2	1.3
	Total	150	100
Monthly Income	Less than 500	124	82.7
	501-1000	15	10
	1001-1500	10	6.7
	Above 2000	1	0.7
	Total	150	100
Frequency of Ordering	Rarely	19	12.7
	Sometimes	76	50.7
	Once a week	20	13.3
	Twice a week	28	18.7
	Always	7	4.7
	Total	150	100

A noteworthy segment of the participants (82.7%) disclosed a monthly income below 500 units, implying a restricted purchasing capacity. Regarding online shopping habits, 50.7% of individuals engage in product ordering occasionally, whereas 32% conduct purchases once or twice per week. The findings reveal that the audience is predominantly constituted of youthful, educated, and middle to lower-income shoppers who interact with online retail platforms at a consistent level, hence delivering essential knowledge about the inclinations and activities of this group concerning last-mile delivery services.

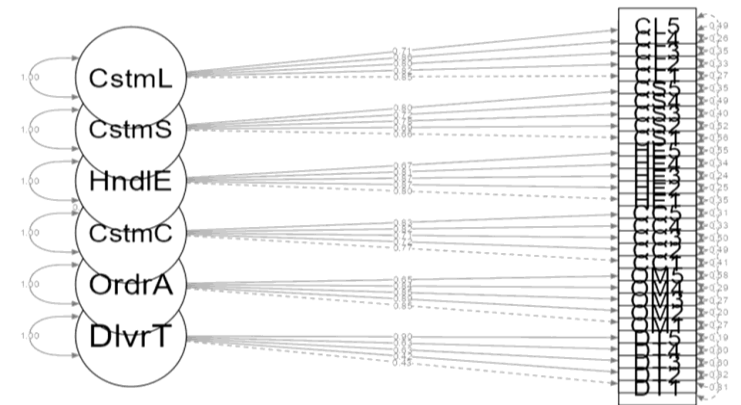
Table 2. Model fit

Fit index	Value	Recommended cutoff (rule of thumb)	Decision
χ^2 (df)	269 (146), $p < .001$	non-significant ideal; $\chi^2/df < 3$ acceptable	χ^2 significant but $\chi^2/df \approx 1.84 \rightarrow$ acceptable.
CFI	0.925	$\geq .90$ (good $\geq .95$)	Good (close to excellent).
TLI (NNFI)	0.902	$\geq .90$	Acceptable.
RMSEA (90% CI)	0.075 (0.061–0.089), $p(RMSEA \leq .05) = .003$	$< .06$ –.08 acceptable	Acceptable (borderline).
SRMR	0.063	$< .08$	Acceptable.

The structural model was estimated using maximum likelihood. Overall model fit indices indicated acceptable fit: $\chi^2(146) = 269$ ($p < .001$), $\chi^2/df = 1.84$, Comparative Fit Index (CFI) = 0.925, Tucker–Lewis Index (TLI) = 0.902, Root Mean Square Error of Approximation (RMSEA) = 0.075 (90% CI: 0.061–0.089), and Standardized Root Mean Square Residual (SRMR) = 0.063. Following established cutoffs (Hu & Bentler, 1999; Kline, 2016), these values indicate satisfactory model fit and warrant interpretation of the structural paths. Overall, the model shows acceptable-to-good fit.

The reliability of the measurement instrument was assessed using Cronbach's alpha. All constructs recorded alpha coefficients above 0.70, ranging from 0.745 to 0.872, demonstrating acceptable to high internal consistency. These findings indicate that the scale items are homogeneous and reliably contribute to the measurement of their respective latent constructs. All constructs show acceptable internal consistency; two AVEs are marginally below 0.50 (delivery timeliness, customer communication).

Although delivery timeliness and customer communication reported AVE values slightly below 0.50, the constructs exhibited acceptable composite reliability (> 0.60) and adequate item loadings. Fornell and Larcker (1981) note that AVE is a conservative measure and that convergent validity may still be supported when reliability indices remain strong. In practice-based research contexts, especially within service logistics, multidimensional constructs often capture heterogeneous behavioral attributes, resulting in marginal AVE reductions (Malhotra & Dash, 2011).

**Figure 2. Measurement model****Table 3. Measurement model (reliability & convergent validity)**

Construct	Cronbach's α	Composite reliability (ω or CR)	AVE	Comment
Delivery timeliness	0.745	$\omega = 0.668$	0.487	α acceptable; AVE slightly below 0.50 (exploratory acceptable).
Order accuracy	0.871	$\omega = 0.981$	0.784	Good reliability & convergent validity.
Customer communication	0.772	$\omega = 0.677$	0.490	Acceptable reliability; AVE marginal.
Handling efficiency	0.872	$\omega = 0.850$	0.616	Good.
Customer satisfaction	0.796	$\omega = 0.796$	0.568	Good.
Customer loyalty	0.856	$\omega = 0.913$	0.646	Good.

Table 4. Discriminant validity

	Delivery Timeliness	Order Accuracy	Customer Communication	Handling Efficiency	Customer Satisfaction	Customer Loyalty
Delivery Timeliness	1.000					
Order Accuracy	0.554	1.000				
Customer Communication	0.574	0.691	1.000			
Handling Efficiency	0.381	0.590	0.701	1.000		
Customer Satisfaction	0.403	0.396	0.295	0.453	1.000	
Customer Loyalty	0.391	0.356	0.339	0.315	0.784	1.000

HTMT range = 0.295–0.784; all below conservative threshold 0.85 $\rightarrow$ discriminant validity supported. Note: highest HTMT = 0.784 (between Customer satisfaction and Customer loyalty). Discriminant validity was supported through HTMT ratios below the 0.85 threshold, and thus the measurement properties are deemed sufficient for structural interpretation.

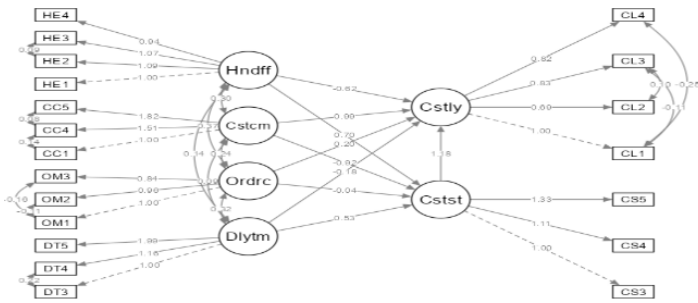


Figure 3. Path diagram after mediation-SEM

Table 5. Structural paths — direct effects

Hypothesized direct path	β (std)	z	p	Decision ($\alpha = .05$)
H1: Delivery timeliness → Customer satisfaction	0.372	2.297	.022	Supported.
H2: Order accuracy → Customer satisfaction	-0.060	-0.396	.692	Not supported.
H3: Handling efficiency → Customer satisfaction	0.753	1.514	.130	Not supported.
H4: Customer communication → Customer satisfaction	-0.614	-1.147	.251	Not supported.
H5: Customer satisfaction → Customer loyalty	0.805	6.010	< .001	Supported (strong effect).
H6: Delivery timeliness → Customer loyalty (direct)	-0.086	-0.727	.468	Not supported (direct effect non-significant).
H7: Order accuracy → Customer loyalty (direct)	0.191	1.741	.082	Marginal ($p = .082$) — not significant at .05.
H8: Handling efficiency → Customer loyalty (direct)	-0.454	-1.121	.262	Not supported.
H9: Customer communication → Customer loyalty (direct)	0.451	1.064	.287	Not supported.

The standardized path coefficients revealed that delivery timeliness significantly predicted customer satisfaction ($\beta = 0.372$, $p = .022$), supporting the proposition that timely delivery enhances customers' satisfaction outcomes. In contrast, order accuracy ($\beta = -0.060$, $p = .692$), handling efficiency ($\beta = 0.753$, $p = .130$), and customer communication ($\beta = -0.614$, $p = .251$) did not significantly predict customer satisfaction.

Customer satisfaction demonstrated a strong, positive, and statistically significant effect on customer loyalty ($\beta = 0.805$, $p < .001$). This finding supports theoretical models linking affective satisfaction outcomes to repeat patronage intentions and loyalty behaviors (Oliver, 1999). However, direct effects from delivery timeliness ($\beta = -0.086$, $p = .468$), order accuracy ($\beta = 0.191$, $p = .082$), handling efficiency ($\beta = -0.454$, $p = .262$), and customer communication ($\beta = 0.451$, $p = .287$) on loyalty were non-significant at $\alpha = .05$. The only robust direct predictors of customer loyalty are customer satisfaction (strong, positive). Delivery timeliness significantly predicts satisfaction (H1), which suggests mediation is possible.

Table 6. Indirect (mediated) effects — via Customer Satisfaction

Indirect path (via Cust. satisfaction)	Indirect (β std)	z	p	Decision
Delivery timeliness → CustSatisfaction → CustLoyalty (IE1)	0.299	2.128	.033	Significant mediation (partial).
Order accuracy → CustSatisfaction → CustLoyalty (IE2)	-0.048	-0.396	.692	Not significant.
Handling efficiency → CustSatisfaction → CustLoyalty (IE3)	0.606	1.348	.178	Not significant.
Customer communication → CustSatisfaction → CustLoyalty (IE4)	-0.495	-1.050	.294	Not significant.

To assess mediation, indirect effects of the service quality antecedents on loyalty through customer satisfaction were tested. Delivery timeliness exhibited a significant indirect effect on customer loyalty ($\beta = 0.299$, $p = .033$), providing evidence of partial mediation. This suggests that even when direct effects on loyalty are weak, improvements in delivery timeliness can indirectly strengthen customer loyalty through the satisfaction mechanism.

Indirect effects of order accuracy ($\beta = -0.048$, $p = .692$), handling efficiency ($\beta = 0.606$, $p = .178$), and customer communication ($\beta = -0.495$, $p = .294$) on customer loyalty were not statistically significant.

Table 7. Total effects (direct + indirect) — standardized

Predictor	Direct (std)	β Indirect (std)	β Total (std)	β Decision (based on significance of components)
Delivery timeliness	-0.086	+0.299	+0.213	Although direct effect is non-significant, the significant positive indirect effect leads to a positive total effect (≈ 0.213). Conclude overall net positive influence via mediation.
Order accuracy	0.191 ($p = .082$)	-0.048	0.143	Total positive but neither component is significant at .05 (direct marginal). Report as non-significant overall.
Handling efficiency	-0.454	0.606	0.152	Total positive but neither direct nor indirect significant → report as non-significant overall.
Customer communication	0.451	-0.495	-0.044	Net near zero (slightly negative). Components non-significant → conclude no evidence for overall effect.

Total effects further indicated that, although non-significant directly, delivery timeliness retained a meaningful positive total influence on loyalty via its mediated pathway. These findings reinforce the central role of satisfaction as the dominant mechanism driving loyalty formation. Delivery timeliness exerts a significant positive indirect effect on customer loyalty through customer satisfaction ($\beta = .299$, $p = .033$). Other indirect paths are non-significant.

Table 8. Hypotheses

Hypothesis	Statement	Result (β , p)	Decision
H1	Delivery timeliness → Customer satisfaction	$\beta = 0.372$, $p = .022$	Supported.
H2	Order accuracy → Customer satisfaction	$\beta = -0.060$, $p = .692$	Not supported.
H3	Handling efficiency → Customer satisfaction	$\beta = 0.753$, $p = .130$	Not supported.
H4	Customer communication → Customer satisfaction	$\beta = -0.614$, $p = .251$	Not supported.
H5	Customer satisfaction → Customer loyalty	$\beta = 0.805$, $p < .001$	Supported (strong).
H6	Delivery timeliness → Customer loyalty (direct)	$\beta = -0.086$, $p = .468$	Not supported (direct).
H7	Order accuracy → Customer loyalty (direct)	$\beta = 0.191$, $p = .082$	Not supported (marginal).
H8	Handling efficiency → Customer loyalty (direct)	$\beta = -0.454$, $p = .262$	Not supported.
H9	Customer communication → Customer loyalty (direct)	$\beta = 0.451$, $p = .287$	Not supported.
H10 (Mediation)	Delivery timeliness → CustSatisfaction → CustLoyalty	Indirect $\beta = 0.299$, $p = .033$	Supported (partial mediation).
H11 (Mediation)	(same mediation for other predictors)	Indirects non-sig ($p > .05$)	Not supported.

The results indicate that delivery timeliness significantly enhances customer satisfaction, which in turn strongly drives customer loyalty. Customer satisfaction fully explains the effect of delivery timeliness on loyalty, confirming its partial mediating role, while other service quality dimensions show no significant direct or indirect effects. Overall, improving timely delivery emerges as the most critical factor for building customer loyalty through satisfaction.

5. DISCUSSION

The objective of this study was to examine how key service delivery dimensions influence customer satisfaction and subsequent loyalty outcomes in a last mile-logistics context. The findings confirm that delivery timeliness plays a pivotal role in enhancing customer satisfaction and indirectly contributes to loyalty. This aligns with previous research emphasizing punctuality as a critical component of perceived service reliability (Mentzer et al., 2001). The magnitude of the mediated effect further reinforces that timely delivery experiences shape favorable customer attitudes, which translate into enduring loyalty behaviors. Customer satisfaction emerged as the strongest predictor of customer loyalty, consistent with past literature suggesting that satisfaction is a proximal antecedent of repeat purchasing and brand commitment (Szymanski &

Henard, 2001). The results underscore the importance of prioritizing satisfaction-enhancing practices to foster long-term relational outcomes. Organizations seeking to influence loyalty may therefore need to emphasize post-purchase sentiment management rather than solely operational improvements.

Contrary to expectations, order accuracy, handling efficiency, and customer communication did not significantly predict customer satisfaction or loyalty. These non-significant relationships may be contextual. Customers may take these service attributes for granted as baseline expectations, perceiving them as hygiene factors rather than differentiators. When such expectations are met, additional incremental satisfaction may be limited (Herzberg, 1966). Alternatively, measurement refinement or industry-specific moderating variables (e.g., order complexity, communication channel preferences) may influence these linkages. Future research should consider segment-based analyses or longitudinal models to capture delayed satisfaction responses. The significant mediated effect of delivery timeliness highlights satisfaction's role as a psychological lens through which service experiences translate into loyalty. This supports prevailing service quality models where affective evaluation mediates operational performance and behavioral intentions (Parasuraman et al., 1988). Managerially, firms should invest in delivery scheduling technologies, route optimization, and time assurance communication. Enhancing punctuality may yield disproportionately high loyalty dividends.

5.1 Practical Implications

Organizations should:

- Prioritize punctual delivery processes to strengthen downstream loyalty outcomes.
- Develop satisfaction-focused customer relationship strategies.
- Monitor delivery performance as a core KPI aligned with emotional customer outcomes.
- Avoid over-investing in “assumed” hygiene aspects unless identified as dissatisfiers.

5.2 Limitations and Future Research

This study contains limitations that should be considered. First, its cross-sectional design restricts causal inference; future longitudinal studies could observe temporal effects. Second, two constructs exhibited marginal AVE values, prompting opportunities for item refinement. Future studies may incorporate additional service dimensions (e.g., responsiveness, empathy) to expand explanatory power. Finally, replication across industries and larger, geographically diverse samples is recommended to enhance generalizability.

6. CONCLUSION

This study demonstrates that delivery timeliness significantly enhances customer satisfaction, which in turn exerts a substantial positive influence on customer loyalty. Satisfaction functions as the key mediating mechanism within the service quality–loyalty framework. Organizations aiming to foster durable loyalty relationships should, therefore, systematically pursue timely service execution while simultaneously managing post-purchase satisfaction perceptions.

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