The Effect Of Service Delivery Performance And Value Congruity On Customer Trust And Its Impact On Loyalty In Logistic Service Provider

Fansuri Munawar[1], Raniri Munawar[2], And Didi Tarmidi[3]

[1] Faculty of Economic and Business, Universitas Widyatama Jl.Cikutra No. 2014A Bandung 40125
[2] Management, Pasundan College of Economics, Jl. Turangga No.35-43 Bandung 40263
[3] Faculty of Economic and Business, Universitas Widyatama Jl.Cikutra No. 2014A Bandung 40125
[1] fansuri.munawar@widyatama.ac.id

Abstract: This study aims to identify the role of service delivery performance and value congruity on customer trust and its impact on loyalty. This study took a sample of respondents who used logistics services in Bandung, such as JNE, J&T, Pos Indonesia, and others. The method of collecting data by distributing questionnaires. Sampling was conducted on 100 respondents. Data analysis in this study used a structural equation model based on partial least square (SEM-PLS) with the help of SmartPLS 3.0. The results of the evaluation of the research hypothesis show that service delivery performance has a positive and significant effect on customer trust, and value congruity also has a positive and significant effect on customer trust. Service delivery performance variable has a bigger impact in influencing customer trust than value congruity. Then, customer trust significantly affects loyalty. This study has implications for logistics service companies to increase customer loyalty. Finally, this study also provides recommendations for further research.

Keyword: Service Delivery Performance, Value Congruity, Customer Trust, Loyalty, Logistic Service Provider

1. Introduction

Currently, the service sector is a major part of the entire world economy and is a major contribution to the growth of countries in the world, both in developed and developing countries (Alzaydi et al., 2018). Increased growth in the service sector has an impact on intense competition, where each company is required to have a strategy for business sustainability and business growth with quality services to its customers (Hailu & Shifare, 2019).

In Indonesia, the logistic service provider sector has fast growth. This is driven by advances in ICT which are getting better and the e-commerce market is increasingly fast. In addition, changes in consumer habits to those who shop online can increase the e-commerce business with an average increase of 30% per year (Rosyada et al., 2020). In conditions of high logistic service competition, improving delivery services is the main goal for courier companies (Ejdys & Gulc, 2020). The shift to automation in weighing, measuring, package certification, routing, and labeling helps companies improve services and reduce costs. Despite the high development of delivery services, however, there is an increase in customer dissatisfaction, frustration, and frustration with courier service providers (Otsetova, 2017). In addition, consumer complaints about logistics delivery services are responded to by courier services (Shahnya et al., 2020; Sithomola & Auriacombe, 2019). Therefore, courier service providers should better understand how to increase customer trust in their services.

In the context of the service sector, consumer trust is the level of reliability provided by service providers to consumers to maintain and enhance the positive relationship between the two (Sekhon et al., 2013). Customer trust also means that the service will be offered at an agreed-upon level. As a result, if customer expectations can be met or even exceeded by courier service providers, customer trust will increase (Ejdys & Gulc, 2020). Therefore, courier providers should focus on increasing consumer confidence which in turn has an impact on customer loyalty (Ukaj, F., & Mullatahiri, 2019; Yildiz, 2017).

Rasheed & Abadi (2014) emphasized the importance of service companies to retain existing customers because they can reduce operating costs to acquire new customers, increase profit margins, and other benefits for the company. However, there are not a few customers who are not loyal to one particular logistic service company. Therefore, logistic service providers should consider ways to form a loyal customer base that can survive even in the face of intense competition (Akbar & Parvez, 2009). Therefore, this logistics service provider company must realize the importance of studying and understanding the determinants of customer loyalty that can help develop a loyal customer base for the company.

Based on the results of previous research, several antecedent factors can increase consumer confidence, including service delivery performance (Desfiandi et al., 2017; Purwanto, 2010) and value congruity (Kaul &

Koshy, 2006; Rather et al., 2018). Then, previous research on consumer behavior explains that the consequences of consumer trust can increase loyalty (i.e, Paparoidamis, Katsikeas, & Chumpitaz, 2019). However, the results of previous research have not fully integrated the role of service delivery performance and value congruity on customer trust and their impact on loyalty. Therefore, this study complements previous studies by integrating antecedent factors of customer trust, such as service delivery performance and value congruity and its consequences for loyalty in the context of logistics service providers in Indonesia.

This study aims to develop an investigation of whether service delivery performance and value congruity can affect customer trust for logistic service provider users in Indonesia, and whether customer trust can affect customer loyalty. These findings are expected to be useful for logistics service providers to study and determine the factors that can increase customer trust and create loyalty for their customers.

2. Literature Review

Service Delivery Performance

Kotler & Armstrong (2014) states that "service is an activity, or satisfaction is offered for sale that is essentially intangible and does not result in the ownership of anything". Therefore, consumers are interested in using the services provided by service providers to meet their needs and provide satisfaction for them. For logistic service providers, punctuality and speed of delivery are of utmost importance. Some consumers are even willing to pay a premium price for the next day's delivery service. For logistic service providers, meeting timeliness can be related to company capacity as well as increasing the efficiency of the operating system in delivery (So, 2000).

In the service industry, the performance of service delivery is not as easy to measure as it is for goods. Assessment of service delivery performance is more complex because it is inseparability, heterogeneity, perishability, and intangibility (Alzaydi et al., 2018). However, the performance of service delivery can be determined by Parasuraman et al. (1988) regarding the gap between customer expectations of services and their perceptions of service provision offered by service companies. This can be measured using the SERVQUAL scale in the form of an instrument to measure the performance of service delivery for all types of service companies. Furthermore, this study modifies the service delivery performance measurement by Mentzer, Flint, & Hult (2001) with instruments tailored to logistical characteristics, including timeliness, order accuracy, information quality, assurance, and personnel contact quality.

Timeliness is an order that is made with a predetermined time and the location is appropriate and is influenced by delivery time and with the product ordered whether it is following the customer order ordered by the consumer or not. Order accuracy is used to measure the type of item and the accuracy of several items by customer orders provided by the company to customers. Information quality is the customer's perception of the information needed by the customer and provided by the company on quality and with this information so that the customer can make a decision that he will take. Then. Personnel contact quality is customer orientation regarding contact people in the logistics section of a company. It can be seen from the staff of service in a company to the customer situation and the staff to help customers in solving a problem that occurs (Mentzer et al., 2001; Versa, 2014).

Value Congruity

Value congruity is the level of value similarity between individuals or a group of consumers where each step of the decision-making takes advantage of this similarity to form value (Shirkhodaie & Rastgoo-deylami, 2016). Value congruity is often the main consideration for consumers in developing relationships, such as being positive about certain brands or products if they are under their values or beliefs (Lee & Jeong, 2014). Of the many theories regarding value congruity, the self-congruity theory is the most widely used. Based on the self-congruity theory, a person's emotions and thoughts can provide sympathy with a product or brand. Self-congruity is the level of value conformity or mismatch between perceptions of an entity and perceptions of its values (Larasati & Hananto, 2012).

Consumers usually behave in their way to express themselves, and they are compelled to show self-congruity positively through their behavior (Cho & Kim, 2012). In this view, consumer behavior is motivated by two main factors, namely self-esteem, and self-consistency (Kressmann et al., 2006). Self-esteem characterizes the suitability of the product image with their self-esteem needs. Consumers who have high self-esteem tend to avoid behaviors that indicate low status. Meanwhile, self-consistency can motivate someone to behave consistently by their self-views such as lifestyle, preferences, values , and identity. For example, someone who views himself as having a high status will always buy high-quality products from time to time.

Su and Reynolds (2017) argue that the self-congruity felt by consumers as well as functional suitability with the brand has determined their attitude towards the brand. However, functional congruity has a greater effect than self-conformity. Then Rather (2018) argues that consumers prefer to use products that reflect their values. These

findings indicate that when consumers identify with their favorite brand, they tend to be more satisfied with the product or service. This is because consumers will interact with products or services that can realize their concept (Rather & Camilleri, 2019). Consumers prefer to use services and products that represent their value congruity. This contribution shows that when customers identify themselves with a favorite brand, they tend to be satisfied with their service (Lee & Jeong, 2014).

Customer Trust

Trust can be interpreted as trusting beliefs about competence and honesty with partners and is an important factor in the success of a relationship (Chu et al., 2012). This refers to the belief that one can rely on promises made with partners in good faith and a friendly manner (Suh & Han, 2003). Building trust in consumers is more likely to be loyal to the product or service offered (Iglesias et al., 2020). According to Iglesias et al. (2020) companies need to create trusting relationships with consumers so that consumers have a positive attitude and intention to buy back their products or services. In addition, acquiring new customers will cost more than maintaining existing customers (Iglesias et al., 2020).

Macintosh (2009) argues that elements of awareness and understanding with a company increase customer trust which is influenced by the creation of good relationships. The fulfillment of that relationship makes the service provider reliable. Trust has a direct relationship with loyalty. Furthermore, the trust component includes between the provider and the customer himself. Consumer trust is an implication for buying something or support and that customer trust has a direct relationship with loyalty (Sarwar et al., 2012). Customer trust can ultimately increase consumer loyalty (Guenzi et al., 2009).

According to Ejdys & Gulc (2020), the procedure for measuring trust in services mainly centers on the interpersonal relationship between service providers and buyers. Different approaches to trust are made for computing technology-oriented and human-oriented services. The advancement of services using technology that replaces human interpersonal relationships, requires the adoption of new trust research methods, taking into account other factors. Many argue that trust will not only refer to interpersonal but also human interaction with technology (Jungkun Park et al., 2019). In many areas, the relationship between client and service provider can be replaced by various self-service technologies (Ejdys & Gulc, 2020).

3. Hypothesis Development

Service Delivery Performance and Customer Trust

Trust is the belief that a service provider can be trusted, reliable, and in a position to fulfill its promises. Trust can be the result of overall service delivery performance, social and ethical behavior, image, and ability to fulfill customer desires (Purwanto, 2010). Meanwhile, the provider's logistics performance is the result of the entire service procedure system, which includes components that are visible and invisible to customers. Services that contain contact staff and physical services. Parts are components that are also used in the marketing mix that make up the intrinsic overall and solutions delivered to individuals (Kotler & Armstrong, 2014; Purwanto, 2010). In the context of logistics service, trust from consumers represents dependability, integrity, credibility which is important in the minds of customers. Because the fulfillment of these elements means that logistic service must be able to maintain consistency in service delivery performance so that consumer confidence is maintained (Rahayu, 2018). Based on the statements, it can be hypothesized that:

H1: Service delivery performance had a positive impact on customer trust

Value Congruity and Customer Trust

According to Lee & Jeong (2014) value congruity is an important element in influencing customer trust. This explains that the delivery service must be by the consumer's self-concept to have a positive experience with the company. Also, the role of value congruity can estimate consumers to increase trust in services, especially when consumers feel value congruity between them and the company (Lee & Jeong, 2014). Then, Sirgy (2018) states that value congruity affects post-purchase behavior such as satisfaction and customer trust. Thus, the greater the value congruity that consumers have will allow them to be satisfied with the service, and to feel high trust in the company. Also, value congruity will increase product engagement and reduce the service attractiveness effect of other companies (Yim et al., 2007). Based on the statements, it can be hypothesized that:

H2: Value congruity had a positive impact on customer trust

Service Delivery Performance and Loyalty

The success of a company depends on the quality of relationships with consumers which can determine customer loyalty. Studies have shown that service delivery performance affects organizational outcomes such as

improving client relationships, enhancing corporate image, and increasing consumer loyalty (Poku et al., 2014). Quality delivery support to consumers is essential for the achievement and survival of businesses in the logistics sector. In considering the competitive environment, there is a reliance on logistics companies to devise strategies that can differentiate them from the rest. This is often achieved through good service delivery performance. The implementation of high-performance service delivery will significantly result in consumer loyalty (YuSheng & Ibrahim, 2019). Based on the statements, it can be hypothesized that:

H3: Service delivery performance had a positive impact on loyalty

Customer Trust and Loyalty

The study of consumer trust and loyalty has been extensively researched in the business field. For example, Iglesias et al. (2020) found that customer trust in insurance service companies increases consumer loyalty to these companies. Just like, in a study of consumer trust in cargo companies, Yildiz (2017) shows that buyer trust has a positive impact on customer loyalty. Also, in a study on company infidelity, Leonidou et al (2013) found that the fewer buyers who trust a company, the less they are truly loyal to the company. Then, Paparoidamis et al. (2019) who examined the role of customer trust and loyalty in UK supplier companies argued that the literature on consumer trust provides theoretical reasons for the expectation that consumers who trust their suppliers will remain loyal to exchange relationships. Based on the statements, it can be hypothesized that:

H4: Customer trust had a positive impact on loyalty

Conceptual Framework

Figure 1 presents a conceptual model depicting four variables. This is conveyed based on a conceptualized study model that: Providing service delivery performance can generate consumer trust and loyalty. Then value congruity to services can increase consumer confidence which in turn affects their loyalty.
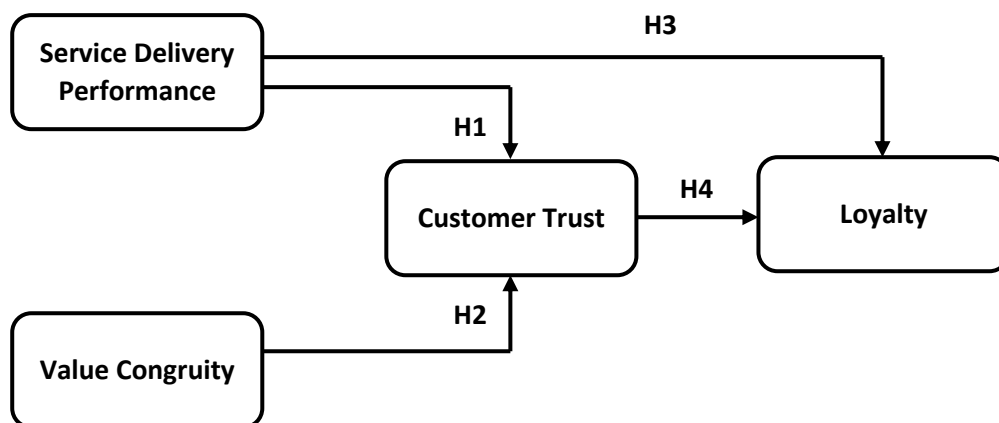

Figure 1. Conceptual Framework

4. Research Methodology
Sample and Data Collection

The target population for this study is Indonesian consumers in Bandung, West Java province who have used logistics delivery services such as Pos Indonesia, J&T, JNE, and others. The sampling unit is an individual consumer. This study took a sample based on sampling from Ghozali (2011) which explains that the number of samples can be taken based on the number of research parameters multiplied by 5-10. Based on this, this study uses two exogenous variables and two endogenous variables with a total of 14 parameters. Therefore, the sample required in this study is 14 x 7 = 98 samples, then added to 100 samples.

This data analysis uses structural equation modeling based on partial least squares by SmartPLS 3.0. The research instrument contained a customized questionnaire to collect respondents' biodata and variable descriptions. Next, the question items are filled with the variables of service delivery performance, value congruity, customer trust, and loyalty. The use of a five-point Likert scale which is shown to strongly disagree to strongly agree (1 = strongly disagree, 5 = strongly agree) is used to measure the research construct. Furthermore, the validity and reliability tests were carried out using factor loading, average variance extracted, discriminant validity, and composite reliability.

5. Result and Discussion

Profile of Respondent

Based on the results of filling out questionnaires by respondents, researchers obtained information about the characteristics of respondents consisting of gender, age, education, income, and logistic services used. Based on Table 1, shows that most of the respondents who use logistics services are women (73%), the age range is 18-24 years (65%), the latest education is a senior high school (52%), and the most logistic service users are JNE (42%).

Table 1
Profile of Respondent

Variables	Percentage
Gender:	
Male	27
Female	73
Age:	
18-24 Years	65
24-30 Years	7
> 30 Years	28
Education:	
Senior High School	52
Bachelor Degree	37
Others	11
Logistic Services:	
JNE	42
J&T	36
Pos Indonesia	13
Sicepat	2
Others	7

Source: Data Processing, 2021

Descriptive Analysis

Based on Table 2, the descriptive analysis shows that logistic service users provide a score for the variable service delivery performance, value congruity, customer trust, and loyalty with each of 3.97, 3.79, 3.94, and 3.89. This explains that the respondents consider the application of the variable service delivery performance, value congruity, customer trust, and loyalty to logistics services as high, meaning that users of logistics services have a good view of the logistics services that the company has offered.

Table 2
Descriptive Analysis of Research Variables

Variables	Average Score
Service Delivery Performance	3.97
Value Congruity	3.79
Customer Trust	3.94
Loyalty	3.89

Source: Data Processing, 2021

Validity Test

The validity test was tested using two stages. The first stage is to evaluate convergent validity. Convergence validity is a measure of internal consistency. This can be determined by calculating the average variance extracted (AVE) of the latent variable (Hair et al., 2011). The AVE test was used to assess the internal consistency of the constructs by measuring the amount of variance. The assumption is that the average covariance between indicators must be positive. Hair et al. (2011) stated that AVE must be higher than 0.5. This means that at least 50% of the measurement variance is captured by the latent variable. The variables tested in this study are service delivery performance and value congruity as the dependent variable; while the dependent variable is customer trust and loyalty. Based on Table 3, shows that all variables exceed the minimum limit (> 0.5) so that they can be continued in the next process.

Table 3

Test of Validity

Variables	AVE	Description
Service Delivery Performance	0.709	Valid
Value Congruity	0.879	Valid
Customer Trust	0.879	Valid
Loyalty	0.829	Valid

Source: Data Processing, 2021

The second stage is to evaluate discriminant validity. Discriminant validity shows the extent to which one construct differs from another. Discriminant validity can be evaluated by cross-loading analysis. This follows the rule that items must have a higher correlation to other variables in the model. Discriminant validity was assessed through cross-loading analysis (Memon et al., 2013). Based on Table 4, shows that the constructs of service delivery performance, value congruity, customer trust, and loyalty have a greater discriminant value than other construct values. This means that it has met the requirements for discriminant validity and can be continued in the next process.

Table 4
Discriminant Validity

Constructs	Customer Trust	Loyalty	Service Delivery Performance	Value Congruity
Customer Trust	0.938			
Loyalty	0.803	0.910		
Service Delivery Performance	0.910	0.808	0.842	
Value Congruity	0.782	0.770	0.779	0.938

Source: Data Processing, 2021

Reliability Test

The Cronbach alpha is a measure of the reliability (or consistency) of the data. Meanwhile, the composite reliability measure can be used to check how well construction is measured by the established indicators. The reliability of the composites is similar to that of Cronbach's alpha. The composite reliability score is superior to Cronbach's Alpha internal consistency measurement because it uses the item loading obtained in the theoretical model. Cronbach's Alpha weighs all items evenly regardless of loading factors. Nonetheless, the interpretation of the composite reliability score and Cronbach's Alpha is the same. For reliable data, it is suggested that the Cronbach alpha value should be higher than 0.6 to be accepted to confirm internal consistency. For composite reliability, Hair et al. (2011) suggest 0.7 as a benchmark. Based on table 5, shows that all constructs meet the reliability requirements (> 0.7) and can be processed at the next stage

Table 5
Test of Reliability

Variables	Cronbach's Alpha	Composite Reliability	Description
Service Delivery Performance	0.896	0.924	Reliable
Value Congruity	0.931	0.956	Reliable
Customer Trust	0.931	0.956	Reliable
Loyalty	0.897	0.936	Reliable

Source: Data Processing, 2021

Structural Model Testing

Based on the R square value in Table 6, shows that the estimated value of the R-square value using SmartPLS 3.0 shows the customer trust value of 0.842 and loyalty of 0.679. This shows that customer trust can be explained by service delivery performance and value congruity of 84.2%, then the remaining 15.8% can be explained by other variables not included in this research model. Furthermore, the estimated value of loyalty can be explained by the variable service delivery performance, value congruity, and customer trust of 67.9%, while the remaining 32.1% is explained by other variables not included in the research model.

Table 6
R-Square

Variables	R-Square	Adjusted R-Square

Customer Trust	0.842	0.839
Loyalty	0.679	0.673

Source: Data Processing, 2021

The results of data processing using SmartPLS 3.0 show that the structural equation model explains the relationship between constructs using the PLS algorithm and bootstrap. The results show that the empirical research model of service delivery performance, value congruity, customer trust, and loyalty variables are presented in Figure 2.
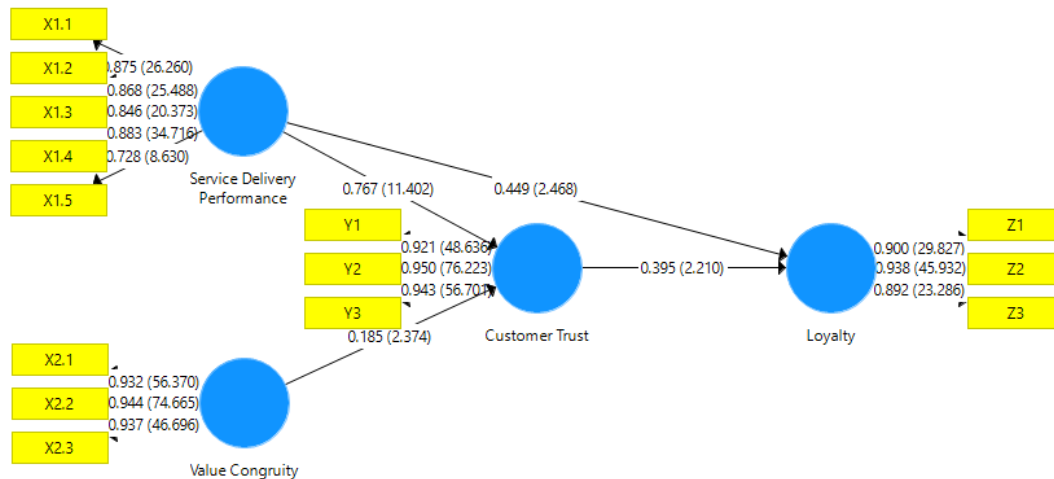

Figure 2. Structural Model Test

Hypothesis Testing

Based on the results of data processing with SmartPLS 3.0, the results of measurement of hypothesis testing for all variables in the research model are presented in Table 7.

Table 7
Hypothesis Testing Result

Hypothesis	Construct Coefficient	Standard Deviation	t-statistic (t-table=1.98)	Description
H1: Service Delivery Performance → Customer Trust	0.767	0.067	11.402	Supported **
H2: Value Congruity → Customer Trust	0.185	0.078	2.374	Supported **
H3: Service Delivery Performance → Loyalty	0.449	0.182	2.468	Supported **
H4: Customer Trust → Loyalty	0.395	0.179	2.210	Supported *

Notes: **Sig. < 0.01, *Sig. <0.05

Service Delivery Performance on Customer Trust

Based on the results of data processing from the path analysis, the estimate shows a value of 0.767 and the coefficient value is positive. This shows that when the implementation of service delivery performance increases, customer trust will also increase. This can be proven by the results of testing the hypothesis sig. <0.01 and t-statistic 11.402. The value of t-statistic (11.402)> t_{table} (1.98) so that hypothesis 1 is accepted. Thus, it can be concluded that there is a significant and positive effect of service delivery performance on customer trust.

Value Congruity on Customer Trust

The results of the analysis show that the path analysis for the sample estimate is 0.185. Value congruity has a positive effect on customer trust with a t-statistic value of 2.374 and sig. <0.01. The value of t-statistic (2.374)> t_{table} (1.98) so that hypothesis 2 is accepted. This means that the higher the value congruity for logistics services, the more customer trust will be in company services. Therefore, it can be concluded that value congruity has a positive and significant effect on customer trust. However, the effect of value congruity on customer trust is still lower (0.185) when compared to the effect of service delivery performance on customer trust (0.767).

Service Delivery Performance on Loyalty

Based on the results of data processing, the output value of the construct coefficient is 0.709 and the value is positive. Then the value of t-statistic (2.468)> t_{table} (1.98) and sig. <0.01, so hypothesis 3 is accepted. Therefore, it can be concluded that there is a positive and significant influence between service delivery performance on loyalty. This indicates that the better the service delivery performance provided by logistics services to customers, the higher customer loyalty to the company.

Customer Trust on Loyalty

The table above shows that the construct coefficient value is 0.395 and is positive. Then the t-statistic value is 2.210 and sig. <0.05. The value of t-statistic (2.210)> t_{table} (1.98) so that hypothesis 4 is accepted. Thus it can be interpreted that there is a positive and significant influence between customer trust on loyalty. This indicates that the higher the customer trust for logistics services, the higher customer loyalty for the company.

6. Discussion

The results of this study indicate that service delivery performance has a significant effect on customer trust. The higher the service delivery performance offered by logistics services in terms of timeliness, order accuracy, information quality, assurance, and contact quality personnel will tend to encourage increased customer trust. The findings of this study support the study of Purwanto (2010) regarding the correlation between service delivery performance and customer trust. In this case, service delivery performance has a direct effect on customer trust. Then for service delivery performance, the important factors are physical support and contact personnel. Furthermore, this research supports the study by Park et al. (2012) regarding the role of service delivery performance on customer trust. This research shows that the functional elements (such as fast service and special attention) and technical elements (such as accurate information and flexible systems) of service delivery affect customer trust. The functional elements of service delivery have a higher influence on customer trust than the technical elements.

Value congruity positively and significantly affects customer trust. The higher the value congruity that consumers have towards the added value of logistics services and the conformity to the value of services offered by logistics services, the more consumer confidence they have. The findings of this study support a study conducted by Lee & Jeong (2014) which states that value congruity between consumers' values and the perceived value of services is important because when these values are in harmony with one another, customer trust tends to increase. Thus, when customers easily compare and find similarities between the core values of logistics services and their values, they will get a positive response when these two values match each other. Then this research supports Sirgy's (2018) opinion which states that value congruity has a significant impact on consumer post-purchase behavior such as consumer trust and satisfaction. In other words, the greater the compatibility between the consumer's self-value and the company's services, the greater the consumer's trust in the company behind the service. Then in the end the consumer commits to buying back, and promote the service to others.

Service delivery performance has a significant effect on loyalty. The better the punctuality of delivery, speed of delivery, clarity of information, and security of delivery of goods will increase consumer loyalty. The findings of this study support previous research. This finding is following the study of YuSheng & Ibrahim (2019) which concluded that service delivery performance has a strong and significant effect on loyalty. This finding is important for logistics services because one of the objectives of service companies is to offer quality service delivery to consumers and to create positive relationships so that they always return to using the services of the company. The findings of this study also support the findings of Toyese (2014) regarding the role of service delivery performance in loyalty. The study concluded that service delivery is the biggest factor affecting consumer loyalty. Furthermore, the findings of Timmerman (2013) concluded that service delivery is an important factor of the value of external services and has a strong correlation with customer loyalty. This research study explains the importance for companies to pay attention to, measure, evaluate, and invest in improving service delivery performance to staff to increase overall consumer loyalty.

Customer trust has a significant effect on loyalty. The bigger the logistics service company gives trust and confidence to consumers, the greater their loyalty. The results of this study are the findings of Paparoidamis et al. (2019) who conducted a study on the impact of organizational customer trust in suppliers on customer loyalty in various countries. The study found strong results for a positive relationship between customer trust in the company and customer loyalty and highlighted the role of company complexity in influencing trust in customers. These findings also support the study of Bhat et al. (2018) who concluded that customer trust has a significant impact on loyalty. Companies that want to create relationships with consumers need continuous monitoring of consumer behavior and internal procedures. However, if the company does not provide relationship capabilities to consumers, it will have a negative impact on relational strength and distrust. This can not only turn a valuable consumer into an unfaithful entity, but it can also develop an antagonistic viewpoint towards the company. Therefore, logistics service companies need to maintain consumer trust which in turn can affect their loyalty.

7. Conclusion

This study aims to analyze the role of service delivery performance and value congruity on customer trust and its impact on loyalty in logistics service companies. Based on the test results that the author has done, it can be concluded that the variable service delivery performance consisting of timeliness, order accuracy, information quality, assurance, and personnel contact quality has a positive and significant effect on customer trust; the value congruity variable has a positive and significant effect on customer trust; then customer trust has a positive and significant effect on loyalty. The role of service delivery performance has a greater influence on customer trust when compared to value congruity.

The findings of this study have implications for managerial practices in logistics service companies. First, logistics companies must pay attention to the timeliness of goods delivery, speed of delivery, and clear information in the delivery process. Second, to improve the conformity between the company and the consumer's self-concept, companies should better understand the consumer's view of logistics services, and information that the company's values are in line with the consumer's personal view so that consumers support and believe in these values, which in the end often make repeat purchases and even continue to maintain a long-term relationship with the company.

8. Limitation and Further Research

The scope of this research is in the city of Bandung, meaning that the results of this study cannot be used to generalize to other areas. Furthermore, this study was conducted only at one time. Future researchers are expected to be able to carry out analyzes in other fields, different time frames, and even different industry categories. This study is limited to analyzing the role of service delivery performance and value congruity related to customer trust and loyalty only. Therefore, it is hoped that further research will further explore other elements and test additional variables such as service innovation and value co-creation.

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