

The interplay of service quality, satisfaction, and trust: A systematic review and framework for B2B customer loyalty

 Andita Andita^{1*},  Berto Mulia Wibawa²

¹Interdisciplinary School of Management and Technology, Institut Teknologi Sepuluh Nopember, Indonesia; 6032241179@student.its.ac.id (A.A.).

²Department of Business Management, Institut Teknologi Sepuluh Nopember, Indonesia.

Abstract: This systematic literature review examines the impact of service quality, customer satisfaction, and customer loyalty in the Business-to-Business (B2B) sector, considering the roles of product quality, price, and trust within a unified analytical framework. Utilizing the PRISMA 2020 protocol, the review consolidated results from 26 peer-reviewed empirical studies published between 2019 and 2024, sourced from the Scopus database. The review reveals that service quality dimensions, particularly reliability, responsiveness, timely delivery, and trust in suppliers, have a significant influence on customer satisfaction, which in turn drives customer loyalty. Customer satisfaction mediates the relationship between service quality, product quality, pricing strategies, and customer loyalty outcomes. Moreover, trust was identified as a critical moderating factor that strengthens these relationships, especially in long-term B2B interactions. The study highlights the challenges businesses face in managing diversified customer relationships, integrating digital and traditional service channels, and optimizing pricing strategies. Conversely, key opportunities for leveraging digital technologies, such as AI, to develop personalized service offerings and enhance customer-oriented capabilities were identified. This study contributes to the literature by offering a comprehensive framework that integrates service quality, satisfaction, trust, and loyalty, and provides actionable insights for B2B managers to enhance customer relationships, foster loyalty, and sustain competitive advantage in an evolving marketplace.

Keywords: Customer satisfaction mediator, Omni-channel service delivery, Technology integration in B2B, Trust as moderator.

1. Introduction

In the modern competitive landscape, the business-to-business (B2B) sector faces increasing pressure to differentiate itself through superior service quality, competitive pricing, and high-value products [1-3]. As companies vie for market share, customer satisfaction and loyalty have become increasingly vital. Research consistently demonstrates that loyal customers possess higher lifetime value, are more inclined to make repeat purchases, and exhibit lower sensitivity to price fluctuations [4-7]. Consequently, businesses focus on the quality of their products and services, as well as competitive pricing strategies, to influence customer retention. Furthermore, research has shown that trust plays a crucial moderating role in the impact of service quality and pricing decisions on customer satisfaction and loyalty [8, 9].

In business-to-consumer (B2C) markets, a substantial body of literature has explored the relationships between service quality, price, and customer loyalty [10, 11]. Research consistently shows that superior service quality and competitive pricing are key drivers of customer satisfaction and loyalty [12, 13]. Trust has been recognized as a moderating factor, amplifying the effect of service quality and pricing on loyalty [9, 14-16]. However, these findings predominantly apply to B2C contexts, where

customer relationships are generally more transactional and less intricate than those in business-to-business (B2B) environments.

While a significant portion of existing research concentrates on B2C environments, a considerable gap exists in understanding how these dynamics translate to the B2B sector [13, 17–19]. Specifically, the interaction between service quality, product quality, and price as independent variables influencing customer satisfaction and loyalty in B2B markets remains insufficiently explored. Additionally, the role of customer satisfaction as a mediator and trust as a moderator within B2B contexts is poorly understood [20, 21]. Furthermore, the impact of digital technologies and omni-channel service delivery on customer satisfaction and loyalty in B2B is an evolving area that warrants further investigation [22, 23].

The lack of comprehensive research in these areas within B2B contexts creates an urgent need for a clearer understanding of how service quality, product quality, and pricing interact to influence customer loyalty [13, 24, 25]. Given the unique characteristics of B2B relationships, such as longer sales cycles, higher transaction values, and more complex customer needs, addressing these gaps will provide valuable insights for academics and practitioners. Companies in the B2B sector must gain a deeper understanding of the factors driving customer retention and loyalty to maintain a competitive edge in an increasingly complex and digitalized market.

This systematic literature review aims to bridge these gaps by integrating existing research on service quality, product quality, pricing, customer satisfaction, trust, and customer loyalty within B2B contexts. Specifically, the study examines how these factors influence customer loyalty, with customer satisfaction serving as a mediator and trust acting as a moderator. To rigorously explore these aspects, the review addresses the following key research questions:

- RQ1. How does service quality influence customer satisfaction and loyalty in the B2B industry?
- RQ2. What is the mediating role of customer satisfaction in the relationship between product quality, service quality, price, and customer loyalty in B2B contexts?
- RQ3. How does integrating digital technologies and omni-channel service delivery impact the relationship between service quality, customer satisfaction, and loyalty in B2B?
- RQ4. To what extent does industry-specific context (e.g., manufacturing, healthcare, technology services) moderate the effects of service quality, product quality, and price on customer satisfaction and loyalty in B2B?
- RQ5. What are the key challenges and opportunities for improving service quality, customer satisfaction, and loyalty in the B2B sector?

The originality of this study lies in its focus on the B2B sector by integrating product quality, service quality, and price as independent variables. Unlike prior research, this study incorporates customer satisfaction as a mediator and trust as a moderator, providing more profound insights into the drivers of customer loyalty. This comprehensive framework contributes to the literature and offers practical guidance for improving customer retention and loyalty strategies in B2B contexts.

2. Methodology

2.1. Search Strategy

This study adopts a Systematic Literature Review (SLR) methodology to investigate the impact of service quality, product quality, price, customer satisfaction, trust, and customer loyalty within the Business-to-Business (B2B) sector. This methodology is selected for its ability to integrate empirical findings from a wide range of studies, ensuring a transparent, reproducible, and thorough review process [26–28]. The review adheres to the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol [29], which guarantees the reliability and validity of the findings by following strict standards for systematic review practices.

2.2. Data Sources and Search Strategy

The primary data source for this review is the Scopus database, chosen for its comprehensive coverage of peer-reviewed journals in marketing, service management, and business-to-business research. A thorough search was performed on July 21, 2025, to capture the latest developments in the field, focusing on publications from 2019 to 2024.

The search strategy employed Boolean operators to query the article title, abstract, and keywords (TITLE-ABS-KEY) fields. The keywords selected included service quality, product quality, price, customer satisfaction, trust, customer loyalty, and their intersections within B2B contexts. The full search syntax is detailed in Table 1 and Figure 1.

Table 1.
Search Criteria and Parameters for Systematic Literature Review

Component	Details
Database	Scopus
Search Period	January 2019 to December 2024
Search Date	July 21, 2025
Search Criteria	Keywords were applied to titles, abstracts, and keywords fields.
Keywords	"Service quality", "product quality", "price", "customer satisfaction", "trust", "customer loyalty", "B2B"
Search Terms Combination	(TITLE-ABS-KEY (("service quality" OR "product quality" OR "price") AND TITLE-ABS-KEY ("customer satisfaction" OR "trust" OR "customer loyalty") AND TITLE-ABS-KEY ("business-to-business" OR "B2B"))) AND PUBYEAR > 2018 AND PUBYEAR < 2025 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j"))
Filters	- Document Type: Article- Language: English- Year: 2019–2024- Source Type: Journal (J)

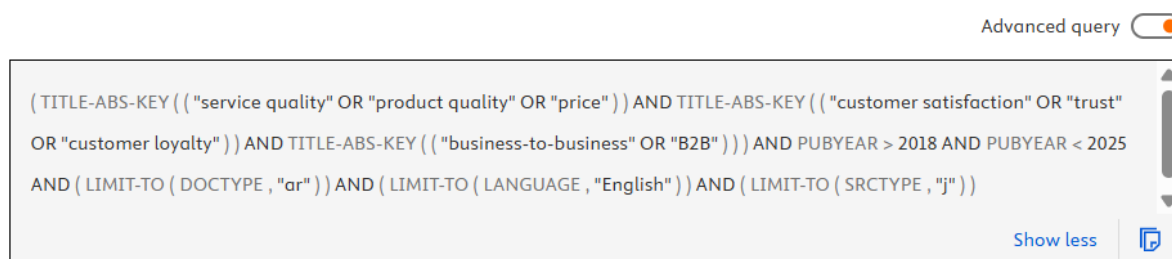


Figure 1.
Boolean Search Query for Literature Retrieval in Scopus (2019–2024).

2.3. Inclusion and Exclusion Criteria

The study selection process adhered to the inclusion and exclusion criteria specified in Table 2, ensuring that only high-quality and relevant studies were included in the review. These criteria were rigorously applied to uphold consistency and reliability throughout the selection process [30].

Table 2.
Inclusion and Exclusion Criteria

Criteria Type	Inclusion Criteria	Exclusion Criteria
Document Type	Peer-reviewed journal articles	Non-peer-reviewed literature (e.g., editorials, book chapters, conference proceedings)
Publication Timeframe	Published between 2019 and 2024	Studies published before 2019 or after 2024
Language	English	Non-English
Research Methodology	Empirical studies (qualitative, quantitative, or mixed-methods)	Conceptual, theoretical papers, or articles without empirical data
Scope	Studies that focus on service quality, product quality, price, customer satisfaction, trust, and loyalty within B2B contexts	Studies outside the scope of B2B markets or those unrelated to the main variables of interest
Quality and Rigor	Clear research objectives, defined methodologies, and valid and reliable outcomes	Studies with vague objectives, unclear methodology, or lacking sufficient reporting on results

2.4. *Quality Assurance Process*

A multi-phase quality assurance process was implemented to ensure the reliability and validity of this systematic literature review [31, 32]. In the first phase, two researchers independently reviewed the titles and abstracts of articles obtained from the search strategy. Articles irrelevant to the research objectives, such as those outside the B2B context or not addressing variables like customer satisfaction or trust, were excluded. The inclusion and exclusion criteria in Table 2 were applied consistently, with disagreements resolved through discussion; if necessary, a third researcher was consulted. This process reinforced methodological rigor and consistency across the reviewed studies.

Both researchers then independently extracted relevant data, cross-checked their findings for accuracy, and resolved discrepancies through consensus. The data synthesis phase was also conducted collaboratively, focusing on identifying trends, challenges, and opportunities within the studies. This synthesis highlighted the relationships between service quality, price, customer satisfaction, trust, and loyalty in B2B contexts, ensuring that the final findings accurately reflected evidence from the selected literature.

2.5. *PRISMA Flow and Study Selection*

The study selection followed the PRISMA 2020 protocol [29] as illustrated in Figure 1. An initial search in Scopus yielded 1,596 records. After removing 214 duplicate records, 1,382 articles were retained for screening. During the screening phase, 989 records were excluded based on automated filters in Scopus, such as irrelevant subject areas and language restrictions, leaving 393 articles for further consideration. These 393 articles underwent a detailed eligibility evaluation, resulting in 65 full-text articles being selected for assessment.

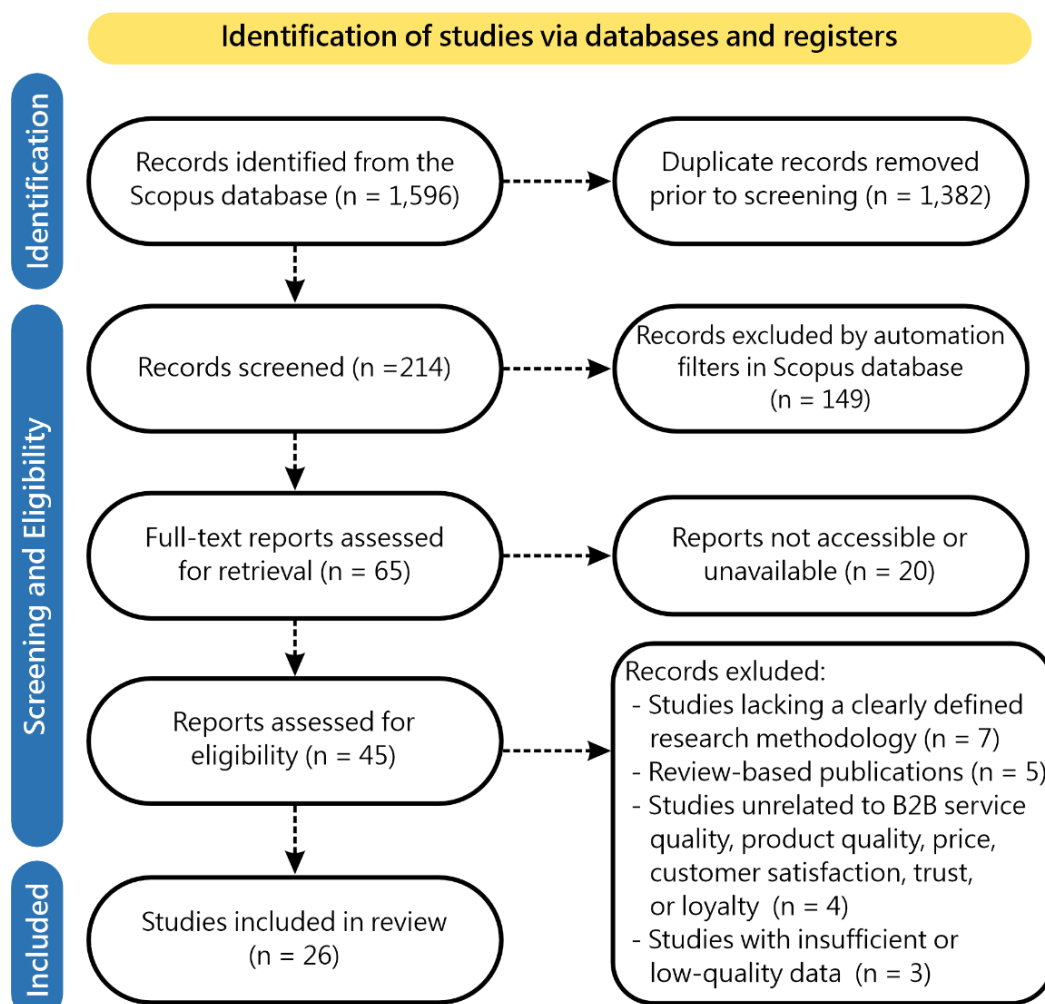


Figure 2.
PRISMA Flow Diagram of Study Selection.

Upon applying the inclusion and exclusion criteria outlined in Table 2, 26 studies were deemed eligible for final inclusion. In contrast, 39 studies were excluded for various reasons, including insufficiently defined research methodology (7), being review-based rather than empirical (5), lack of relevance to the B2B context or key variables (4), inadequate or low-quality data (3), and other factors (20). Ultimately, 26 empirical studies were incorporated into the review, serving as the foundation for the systematic literature review and bibliometric analysis.

2.6. Data Synthesis and Thematic Analysis

This study employed a two-phase analytical approach, consisting of a bibliometric analysis followed by a qualitative thematic synthesis. In the bibliometric phase, VOSviewer, Microsoft Excel, Python, and Plan UML were used to visualize keyword co-occurrence and co-citation patterns, identifying research themes and key variables in B2B studies [33–36]. Excel supported data organization, while Plan UML facilitated the visualization of relationships in the conceptual framework in Figure 3.

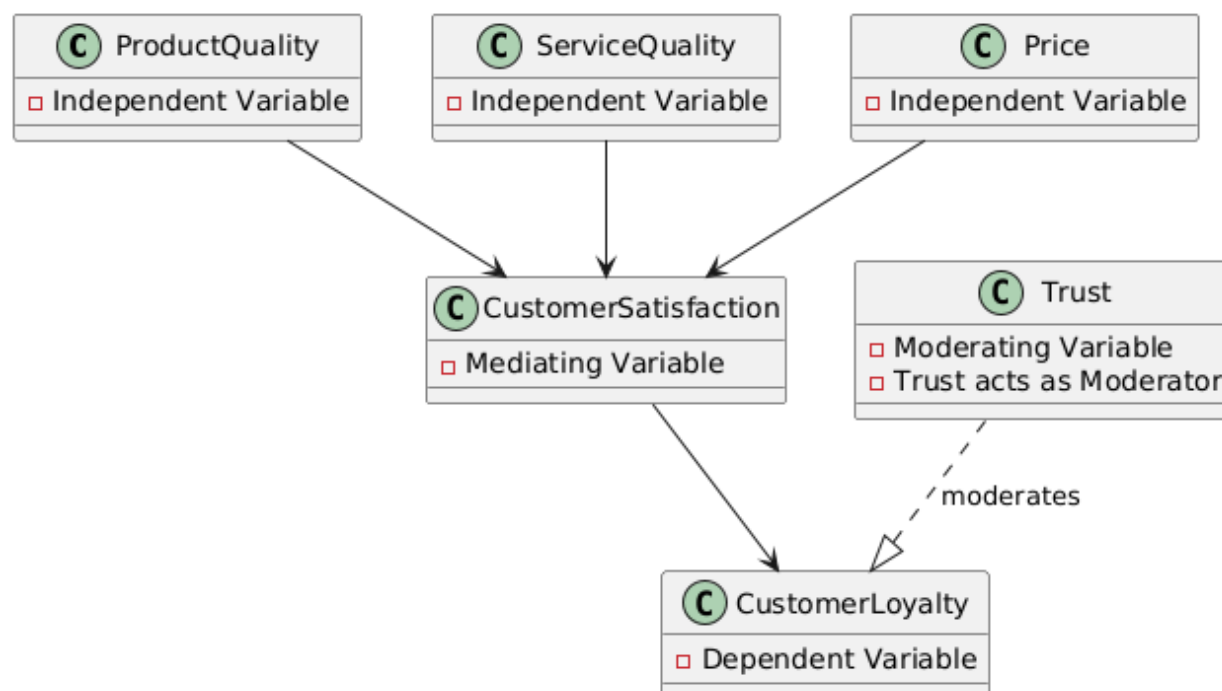


Figure 3.

Conceptual Framework of Customer Loyalty Influenced by Service, Product, and Price with Satisfaction as Mediator and Trust as Moderator.

The qualitative thematic synthesis analyzed studies to identify recurring themes involving product quality, service quality, and price as independent variables, customer satisfaction as a mediator, and trust as a moderator, showing their collective influence on B2B customer loyalty. Findings highlight customer satisfaction as the central mediator and trust as a crucial moderator that strengthens long-term relationships in B2B contexts [37]. By integrating bibliometric analysis with thematic synthesis, this study provides a comprehensive understanding of the key drivers of customer loyalty, where service quality, product quality, and price shape satisfaction, which in turn impacts loyalty [38-40]. Trust further moderates these relationships, especially in business partnerships reliant on collaboration and long-term success. While bibliometric analysis offers a broad quantitative overview, thematic synthesis provides qualitative depth, enabling nuanced insights into these dynamics [41-43]. Tools such as VOSviewer, Python, Excel, and Plan UML also facilitated the visualization and structuring of complex interactions, supporting the conceptual framework (Figure 3) that illustrates how these variables interconnect in shaping customer loyalty in B2B industries.

3. Results and Discussion

3.1. RQ1 – The Impact of Service Quality on Customer Satisfaction and Loyalty in the B2B Industry

The studies presented in Table 3 demonstrate a strong correlation between service quality, customer satisfaction, and customer loyalty within the B2B sector, providing significant insights into the role of service quality in influencing these factors and thereby addressing RQ1. A majority of the studies emphasize that service quality plays a pivotal role in enhancing both customer satisfaction and loyalty. Key service quality dimensions, such as timely delivery, reliability, responsiveness, and trust in the supplier, are commonly recognized as fundamental drivers for improving satisfaction and fostering loyalty [44-46]. Furthermore, several studies emphasize the significance of e-service quality and IT-

enabled services in the contemporary business environment, which substantially influences customer satisfaction [47, 48].

Moreover, customer satisfaction consistently acts as a mediator between service quality and customer loyalty. Higher satisfaction levels, which result from superior service quality, strengthen customer loyalty in both traditional B2B markets and e-commerce environments [49, 50]. However, certain studies suggest that service quality alone may not directly drive loyalty, with customer satisfaction serving as a crucial intermediary in these relationships [51-54].

From a broader perspective, customer loyalty is primarily shaped by trust, whether in the supplier or through the consistent delivery of high-quality service [55, 56]. This trust, developed over time, strengthens the link between satisfaction and loyalty, particularly within sectors such as telecommunications, e-trust, e-loyalty, and e-commerce [49, 57, 58].

Table 3.

The Impact of Service Quality on Customer Satisfaction and Loyalty in the B2B Industry.

Author and Year	Service Quality	Customer Satisfaction	Customer Loyalty
Rinenggo et al. [46]	Crucial for satisfaction and fostering loyalty.	Trust in the supplier directly impacts satisfaction.	Trust influences loyalty directly.
Osarenkhoe et al. [45]	Timely delivery, customer service interactions, and seamless integration influence service quality.	Efficiency, user-friendliness, and timeliness are major drivers of customer satisfaction.	Customer satisfaction is enhanced through reliable service and quality.
Amos and Aubrey [44]	Service quality dimensions (reliability, responsiveness, tangibility, assurance, and empathy) positively influence service expectations.	Service expectations significantly influence physicians' intentions to repurchase.	High customer satisfaction enhances loyalty and repurchase intention.
Habjan [59]	IT-enabled information utilization positively influences service quality, but its importance in satisfaction formation is not increased.	Perceived IT-enabled information utilization reduces emphasis on price, enhancing customer satisfaction.	Customers may still exhibit loyalty despite a perceived decrease in price importance due to better information utilization.
Raj et al. [50]	Itemized pricing is crucial for meeting customer expectations in B2B markets.	The price split in multi-product bundles impacts customer satisfaction.	Optimal pricing leads to higher customer satisfaction and stronger relationships.
Mujianto et al. [53]	Service quality does not directly affect loyalty but influences it through satisfaction and commitment.	Substantial positive impact on satisfaction and loyalty.	Satisfaction plays a significant role as a mediator in influencing customer loyalty.
Battumur et al. [60]	Tangibility, empathy, accessibility, and complaint handling.	Positive relationship with satisfaction.	Loyalty is positively influenced by satisfaction.
Artana et al. [48]	E-service quality (efficiency, fulfillment, system availability, privacy).	E-service quality significantly affects customer satisfaction.	Customer satisfaction positively influences repurchase intention.
Raišienė and Raišys [61]	E-service quality criteria: service failure recovery, competence, service failure prevention, customization, and reliability.	Significant relationship between service quality and customer satisfaction.	Customer satisfaction leads to repurchase intention.
Sharma [54]	Significant for satisfaction and loyalty.	Direct impact on satisfaction; indirect impact on loyalty	Satisfaction mediates the relationship between value components and loyalty.
Kushwaha et al. [62]	AI-based chatbots enhance service interaction and efficiency.	Customer satisfaction depends on trust and brand reliability.	Trust in chatbots and the brand positively influences loyalty.
Gansser et al. [55]	Reputation, service quality, flexibility, and relationship duration.	Trust in a salesperson influences commitment.	Trust in the organization and salesperson impacts commitment, affecting organizational success.
Akroush et al.	E-service quality has a positive	E-satisfaction mediates E-trust and	E-satisfaction and E-trust

[47]	impact on E-satisfaction and E-trust.	E-loyalty.	significantly affect E-loyalty.
Gaudenzi et al. [63]	Service quality is defined through seven LSQ dimensions, such as personnel contact quality and order accuracy.	Customer satisfaction is a positive emotional response to a product or service.	High customer satisfaction is correlated with increased loyalty.
Granados et al. [56]	Service quality is the key factor influencing customer value and satisfaction.	Customer satisfaction is strongly influenced by service quality	Customer loyalty is positively influenced by customer satisfaction, trust, and a sense of commitment.
Yuan et al. [64]	Service quality, encompassing responsiveness and reliability, plays a crucial role in shaping parasocial relationships.	Customer satisfaction is positively influenced by perceived interactivity, trustworthiness, and the quality of the service or product.	Parasocial relationships with entrepreneur endorsers influence customer loyalty.
Rachbini et al. [49]	E-service quality with pleasant and utilitarian dimensions (e.g., web design, security).	The quality of e-commerce services essentially drives customer satisfaction.	Both pleasant and utilitarian dimensions influence customer loyalty.
Yuan et al. [65]	TPO endorsement improves perceived value and customer trust.	Perceived value positively impacts customer satisfaction.	Customer satisfaction mediates the relationship between perceived value and loyalty.
Kingshott et al. [66]	Social and technical chains.	Service quality, satisfaction, trust, and commitment mediate the relationship between the service provider and the customer.	Both social and technical chains influence loyalty to the service provider.
Chang et al. [67]	Seller trust, intermediary trust.	Perceived value mediates the relationship between trust in commodity information and purchase intention.	Procurement personnel's trust influences purchase intention indirectly.
Dasanayaka et al. [68]	Significant impact on satisfaction and relationship strength.	Strongly affects relationship strength, especially from the operator's perspective.	Trust mediates satisfaction and commitment.
Ing and Sim [69]	Service quality positively influences satisfaction.	Positive influence on repurchase intention and WoM.	Mediates the relationship between product quality, price perception, brand image, and loyalty.
Stiehler-Mulder et al. [51]	Service quality has a significant impact on satisfaction and loyalty.	Satisfaction mediates the relationship between CRM factors and loyalty.	Satisfaction is a crucial mediator for fostering loyalty.
Mahadin et al. [57]	E-SQ dimensions (fulfillment, efficiency, privacy, system availability) strongly affect E-satisfaction and E-trust.	E-satisfaction and E-trust have significant effects on E-loyalty.	E-satisfaction and E-trust mediate the relationship between E-SQ and E-loyalty.
Tas et al. [58]	Vendor service quality is crucial for operators in the telecommunications industry.	Customer expectations of service quality are not fully met.	Operators are not satisfied with the current service quality.
Huang et al. [52]	Service quality positively impacts customer satisfaction and loyalty.	Service quality impacts customer satisfaction, which in turn influences customer loyalty.	Customer satisfaction mediates between service quality and loyalty, acting as a crucial link.

The synthesis of 26 studies (see Table 3) demonstrates that service quality is a central driver of customer satisfaction, which has a profound impact on customer loyalty in B2B settings. Across the studies, various service quality dimensions, such as timely delivery, responsiveness, reliability, and trust, emerge as consistent factors that enhance satisfaction and nurture loyalty [64–66]. These findings confirm that when service quality is perceived as high, customers are more likely to experience satisfaction, ultimately leading to stronger loyalty.

Further supporting this, Amos and Aubrey [44], Raišienė and Raišys [61], and Yuan et al. [64] emphasize that reliability, assurance, and service responsiveness significantly shape customer

expectations and experiences, directly influencing satisfaction by fulfilling core customer needs in business transactions. Similarly, Habjan [59] illustrates that IT-enabled information utilization improves service efficiency and enhances customer satisfaction by reducing reliance on price as the primary value metric.

Crucially, customer satisfaction often mediates the relationship between service quality and loyalty. Multiple studies underline the indirect effect of service quality on loyalty, where satisfaction acts as a key bridge [60, 67, 69]. These studies highlight how trust and commitment emerge as reinforcing elements within this mediated relationship. Research by Dasanayaka et al. [68] further shows that strategic pricing and transparency in multi-product offerings improve satisfaction and deepen loyalty over time. Beyond satisfaction, emotional and relational constructs, such as parasocial relationships and interpersonal trust, influence customer loyalty. A study by Gaudenzi et al. [63] and Yuan et al. [64] explains how responsiveness and reliability form these psychological bonds, particularly in digital or remote B2B interactions. This aligns with Granados et al. [56], who argue that trust in salespeople and organizations fosters long-term loyalty beyond transactional interactions.

The collective insights from the studies reveal that service quality directly influences customer satisfaction, but satisfaction, along with trust, commitment, and relational strength, ultimately shapes customer loyalty. These elements are further supported by personalization, efficient complaint resolution, and system reliability, which consistently enhance satisfaction and loyalty [61, 62]. As illustrated in Figure 4, service quality forms the central node in the network, linking directly to other critical concepts such as trust and relationship strength. The thickness and brightness of the connections in this visualization indicate the importance of these relationships in the B2B context, underscoring how service quality is intricately connected to customer satisfaction and loyalty.

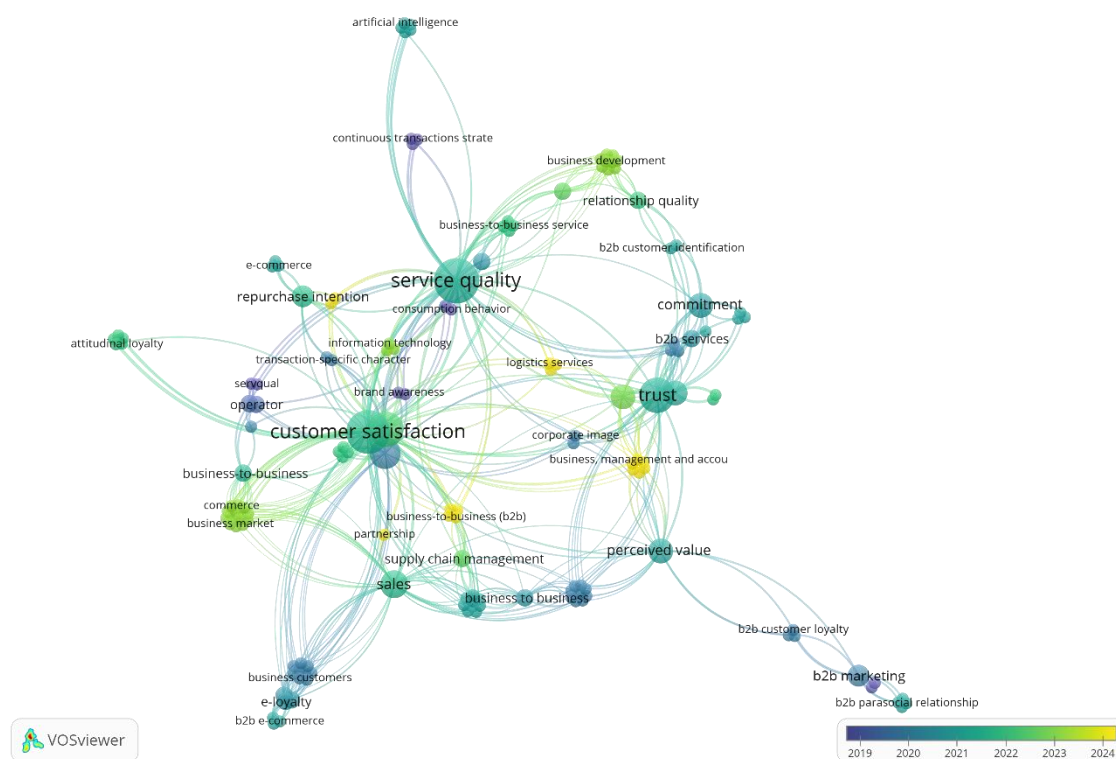


Figure 4.
Network Visualization of Key Concepts in the B2B Industry by VOSviewer.

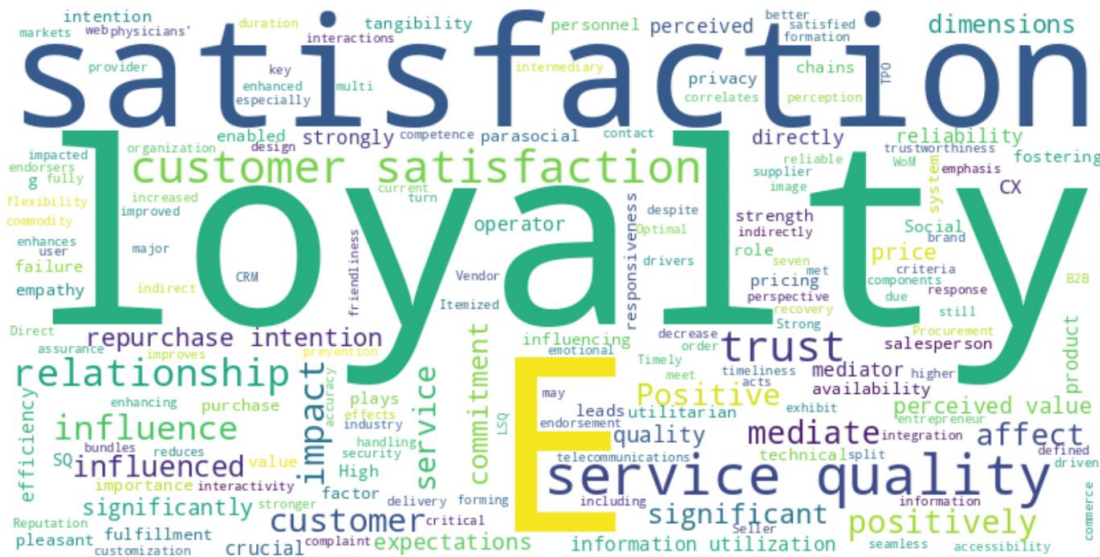


Figure 5.
Word Cloud: Service Quality, Customer Satisfaction, and Customer Loyalty in the B2B.

Moreover, as the findings underscore, service quality is fundamental to customer satisfaction, especially in dimensions such as reliability, responsiveness, efficiency, and trust. This satisfaction, in turn, serves as the cornerstone for cultivating customer loyalty. Consequently, organizations must consistently invest in enhancing service delivery to meet customer expectations and build enduring business relationships that contribute to sustained success. Figure 5 further illustrates these core concepts, with larger terms such as “satisfaction” and “loyalty” dominating the word cloud, reinforcing their pivotal roles in the study. In smaller terms, such as “trust,” “service quality,” and “relationship,” these elements signify critical components that shape the customer experience and drive loyalty within the B2B sector. The color-coding in the word cloud visually represents the interconnections between service quality, customer satisfaction, and customer loyalty, highlighting the dynamic and reciprocal influence of these factors on one another.

Together, Figures 4 and 5 provide a compelling visual representation of the interdependencies between service quality, customer satisfaction, and loyalty. The changing colors and varying line thicknesses in Figure 4 reflect the evolving nature of these concepts, illustrating how service quality, satisfaction, and loyalty continuously interact over time. The prominence of trust and service quality in Figure 5 further emphasizes the crucial factors organizations must prioritize to ensure high customer satisfaction, which in turn drives customer loyalty in the B2B industry.

In conclusion, these findings provide a comprehensive response to Research Question 1. Service quality, particularly when based on reliability, responsiveness, efficiency, and trust, is a critical antecedent of customer satisfaction. This satisfaction, in turn, is the foundation upon which customer loyalty is built and sustained in the B2B industry. Therefore, organizations must continuously enhance service delivery to meet customer expectations and cultivate enduring business relationships that drive long-term success.

3.2. RQ2 – The Mediating Role of Customer Satisfaction in Linking Product Quality, Service Quality, Price, and Customer Loyalty

The mediating role of customer satisfaction in the relationship between product quality, service quality, price, and customer loyalty is crucial in the B2B industry. Customer satisfaction serves as a mediator between service quality and customer loyalty, indicating that service quality directly influences satisfaction, which in turn drives customer loyalty [64, 66]. Similarly, product quality shapes

customer expectations, which in turn impacts satisfaction and customer loyalty [44, 56]. Additionally, pricing strategies have a direct influence on customer satisfaction, with optimized pricing leading to increased satisfaction and loyalty [47, 48]. As customer satisfaction mediates these factors, it significantly fosters long-term customer loyalty through trust, commitment, and emotional connections [60, 67].

Table 4.

Key Factors in Mediating the Role of Customer Satisfaction and Loyalty in B2B.

Category	Framework	Main References	Purpose / Emphasis
Mediating Role of Customer Satisfaction	Service Quality → Satisfaction → Loyalty	[64-66]	Customer satisfaction mediates the relationship between service quality and loyalty. Service quality directly affects customer satisfaction, which in turn drives loyalty.
Product Quality	Product/Service Expectations	[44, 56, 61]	Product quality is crucial in shaping service expectations and ultimately impacting customer satisfaction.
Service Quality	Timely Delivery, Responsiveness, Reliability	[44, 45, 62]	Service quality dimensions such as responsiveness and reliability consistently enhance satisfaction and drive loyalty.
Price	Value Perception, Pricing Strategies	[47, 48, 50, 59]	Pricing strategies significantly impact customer satisfaction, with optimized pricing contributing to enhanced customer loyalty and satisfaction.
Customer Loyalty	Trust, Commitment, Emotional Bonds	[56, 63, 68]	Trust, commitment, and emotional connections drive long-term loyalty. Satisfaction mediates these elements to foster deeper customer loyalty.
Mediating Mechanism	Satisfaction as a Mediator	[53, 60, 67, 69]	Customer satisfaction is a crucial mediator that bridges service quality and customer loyalty, ensuring a direct or indirect influence on loyalty.
Long-Term Relationships	Trust, Personalization, Relationship Duration	[51, 56, 57]	Building long-term relationships through trust, personalization, and continuous service improvements that enhance satisfaction and loyalty over time.
Trust as a Key Moderator	Trust in Supplier, Trust in Service Quality	[46, 52, 55, 58, 62]	Trust acts as a moderating factor between service quality, customer satisfaction, and loyalty. It is essential for developing long-term relationships.

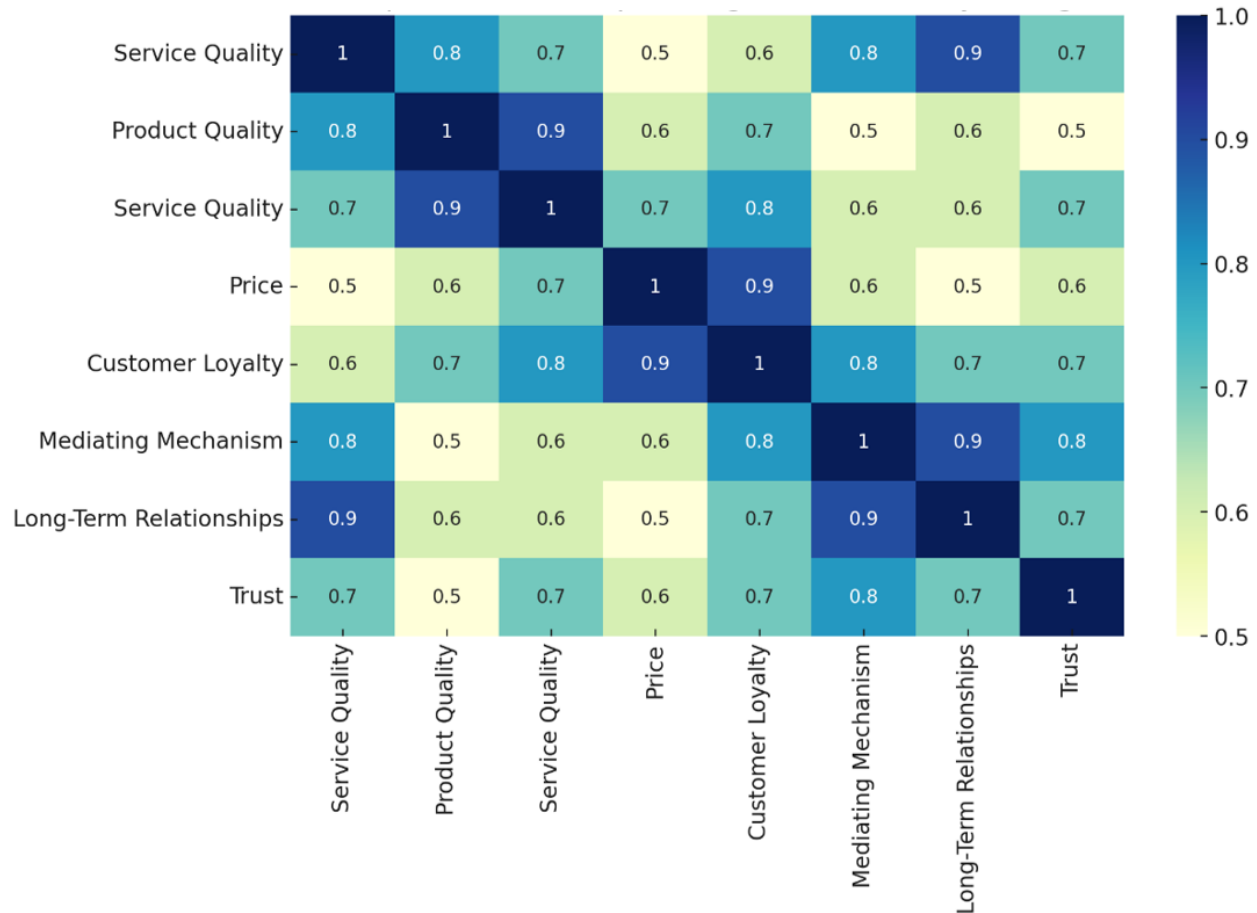


Figure 6.
Heatmap of Relationship Strength between Key Categories.

In addressing RQ2, Table 4 and Figure 6 provide valuable insights into the mediating role of customer satisfaction in the relationship between key factors, including product quality, service quality, price, and customer loyalty. Table 4 illustrates that service quality serves as the foundation, influencing customer satisfaction and ultimately driving customer loyalty [64-66]. Product quality is crucial in setting customer expectations, as it directly influences satisfaction and loyalty [44]. Service quality dimensions, such as timely delivery, responsiveness, and reliability, consistently enhance customer satisfaction, further contributing to loyalty [45, 62]. Furthermore, optimized pricing strategies significantly impact customer satisfaction, thereby strengthening loyalty [47, 48, 50, 59]. As satisfaction mediates these elements, it is key to building long-term customer loyalty through trust, commitment, and emotional bonds [56, 63, 68]. The mediating role of customer satisfaction is consistently emphasized across multiple studies. Satisfaction acts as a bridge that links service quality, product quality, and pricing strategies to customer loyalty, ensuring that the positive effects of these factors are fully realized in building long-term relationships [53, 60, 67, 69]. Furthermore, emotional and relational factors such as trust, commitment, and personalization reinforce customer loyalty [51, 56, 57]. Trust, in particular, is a moderating factor between service quality, customer satisfaction, and loyalty, playing a crucial role in fostering long-term business relationships [46, 52, 55, 58, 62].

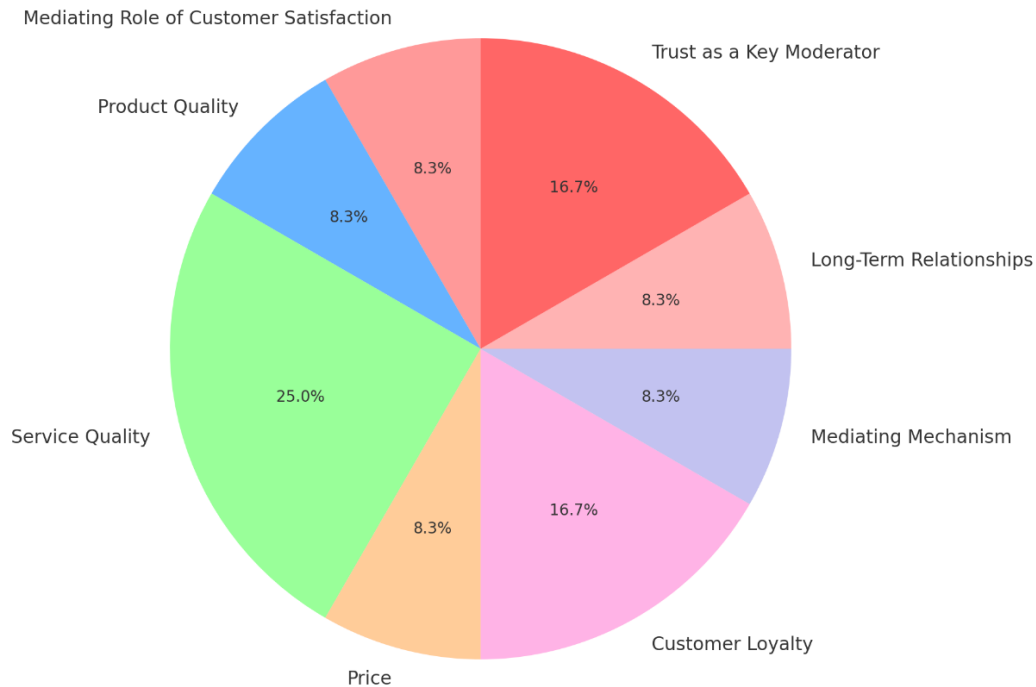


Figure 7.
Distribution of Factors Influencing Customer Satisfaction and Loyalty.

Figure 7 illustrates the emphasis on key categories in customer satisfaction and loyalty research, with service quality occupying the largest portion (25%), underscoring its crucial role in driving customer satisfaction and loyalty. Trust, as a moderator, and customer loyalty each account for 16.7%, highlighting the importance of trust in strengthening long-term relationships. Other factors, such as product quality, price, long-term relationships, and the mediating role of customer satisfaction, each account for 8.3%, indicating their supportive yet relevant influence. The chart emphasizes that consistent service delivery and trust-building are essential for fostering customer loyalty in B2B environments.

In conclusion, customer satisfaction serves as a crucial mediator that connects service quality, product quality, and price to customer loyalty, thereby strengthening long-term relationships by fostering trust, commitment, and emotional bonds. Therefore, businesses should focus on continuously improving service delivery and ensuring customer satisfaction as a strategic approach to cultivating strong customer loyalty and long-term success in the B2B context.

3.3. RQ3 – The Impact of Digital Technologies and Omni-Channel Service Delivery on Service Quality, Customer Satisfaction, and Loyalty

To address RQ3, it is essential to explore how various technologies and service delivery models impact these core business metrics. The following table (Table 5) presents findings from various studies, each focusing on the role of digital technologies, such as omni-channel services and advanced systems like RFID and GPS, in shaping service quality, enhancing customer satisfaction, and fostering long-term loyalty.

Table 5.

The Impact of Technology on Service Quality, Customer Satisfaction, and Loyalty.

Author and Year	Type of Technology/Digital Channel	Impact on Service Quality	Impact on Customer Satisfaction	Impact on Loyalty
Rinenggo et al. [46]	Digital technology, Omni-channel service	Improved service delivery, reliability	Enhanced satisfaction due to better communication	Increased loyalty, trust, and perceived value
Osarenkhoe et al. [45]	Digital Technology (VMI, IVS software, RFID)	Automation, accurate tracking, and system integration	Ease of use, efficiency, and timely delivery improve customer satisfaction.	Strong loyalty through trust and long-term supplier relations
Amos and Aubrey [44]	Not specified (Traditional interaction)	Reliability, responsiveness, tangibility, assurance, and empathy	High service expectations boost satisfaction and repurchase intentions.	Positive service expectations increase loyalty
Habjan [59]	GPS-enabled Information Systems (IT)	Improved communication, responsiveness, and service delivery coordination	Satisfaction boosted by transparency and reduced price sensitivity.	Loyalty is indirectly influenced by satisfaction
Raj et al. [50]	Multi-product, multi-quantity bundle pricing	Increases flexibility in pricing	Optimized pricing improves satisfaction	Increases customer loyalty by offering better prices
Mujianto et al. [53]	Ordering Applications, Website Quality	Service quality impacts customer satisfaction and trust	Problem-solving and reliability improve satisfaction.	Indirectly affects loyalty through satisfaction and commitment
Battumur et al. [60]	Digital Platform (Accessibility & Complaint Handling)	Accessibility and timely complaint resolution improve service quality.	High satisfaction due to better accessibility and service handling.	Trust enhances customer loyalty
Artana et al. [48]	E-service quality (Efficiency, Fulfillment, System Availability, Privacy).	Significant influence on customer satisfaction	High service quality increases satisfaction	Satisfied customers are more likely to repurchase
Raišienė and Raišys [61]	Digital technology (e.g., online platforms)	Improves communication, responsiveness, and customization.	Increased customer satisfaction when services meet expectations	Loyalty is enhanced by increased satisfaction
Sharma [54]	Collaboration for technical advancement, product adaptation, and information provision.	Significant positive effect through improved product and technical collaboration.	Strong relationship with customer satisfaction driven by technical advancements.	Affects both attitudinal and behavioral loyalty.
Kushwaha et al. [62]	AI-based chatbots, Social Media	AI-driven solutions improve operational efficiency and service delivery.	Improved engagement, reduced wait times, and trust in chatbots.	Chatbots create loyalty by enhancing brand trust.
Gansser et al. [55]	Digital technologies (CRM, ERP systems)	Improved service delivery through efficient systems	High satisfaction due to reliability and personalized service.	Increased loyalty through trust and consistency
Akroush et al. [47]	E-Recruitment Websites (e.g., XYZ Job Portal)	Positive impact through service quality dimensions	Strong positive effect from e-satisfaction	E-loyalty is positively influenced by e-trust and e-satisfaction.
Gaudenzi et al. [63]	Third-Party Logistics (3PL) Services	High service quality leads to higher satisfaction when the LSQ dimensions are	Timeliness and order handling are most impactful	Enhanced satisfaction increases loyalty

		integrated.		
Granados et al. [56]	Traditional travel services (online platforms for bookings and communication).	Service quality is measured through organization, service delivery, and maintenance.	High service quality increases satisfaction and customer value.	Satisfaction increases loyalty through trust and commitment.
Yuan et al. [64]	Social media, online purchasing platforms (1688.com)	High-quality service enhances service quality.	Perceived interactivity and trustworthiness increase satisfaction	A parasocial relationship with an entrepreneur fosters loyalty.
Rachbini et al. [49]	E-commerce websites (Tokopedia, Shopee, Blibli)	Positive customer experiences from security and service quality.	Website quality and customer satisfaction lead to repurchase.	EWOM directly influences repurchase intention
Yuan, et al. [65]	Third-Party Organization Endorsement (TPO) via Web, Media	TPO endorsement improves service quality perception	Increased satisfaction from better product quality signals	Strong relationship between perceived value and customer loyalty
Kingshott et al. [66]	Online (SSTs, mobile, online platforms)	E-Service Quality positively affects customer perception	E-Satisfaction enhances satisfaction	E-Loyalty is significantly influenced by e-resources
Chang et al. [67]	B2B e-marketplaces, Online Platforms	Positive influence through trust in intermediaries, sellers, and commodity info	Perceived value enhances purchase intention	Indirect impact on loyalty
Dasanayaka et al. [68]	Digital technology in communication	Improved communication leads to better service quality	Improved service quality increases satisfaction	Stronger relationships lead to enhanced loyalty
Ing and Sim [69]	Digital Channels (e.g., Online Ordering, Delivery Systems)	No significant impact found on service quality in traditional trading.	Product quality and price perception had a considerable influence on satisfaction.	Satisfaction influences repurchase intention and positive word of mouth.
Stiehler-Mulder et al. [51]	CRM Systems, Mobile Services, Online Platforms	Strong influence on service quality through online platforms.	Customer satisfaction is influenced by service quality, trust, and value.	Strong relationship between customer satisfaction and loyalty.
Mahadin et al. [57]	Website/Online Platform	Fulfillment and efficiency positively influence e-satisfaction.	Positive influence of e-trust and e-satisfaction	Strong relationship between e-loyalty and satisfaction
Tas et al. [58]	Digital Service Platforms, Omni-Channel Communication	Vendors failed to meet customer expectations	Significant gaps between expected and perceived service quality	Loyalty was not achieved due to unmet service quality expectations.
Huang et al. [52]	Digital Technologies (Online Surveys, Email Communication)	Evaluated service quality through the PZB model	Positive impacts on most service quality dimensions, except for empathy, are observed.	Satisfaction is linked to attitudinal and behavioral loyalty

The impact of digital technologies and omni-channel service delivery on service quality, customer satisfaction, and loyalty has been extensively explored in 26 studies across various industries. A central theme emerging from these studies is the significant role technology plays in enhancing service quality, which directly impacts customer satisfaction and, in turn, drives customer loyalty.

Several studies highlight the importance of digital technologies such as omni-channel services [46] RFID and IVS software [45], and AI-powered chatbots [62] in enhancing operational efficiency and communication, thereby improving service delivery and reliability. These technologies enhance

customer satisfaction by fostering better engagement and providing personalized services, thereby boosting loyalty. For instance, Habjan [59] and Sharma [54] emphasize that technologies like GPS-enabled systems and collaborative technical advancements enhance service quality and customer satisfaction, leading to stronger loyalty, particularly through trust and long-term relationships.

Moreover, the findings suggest that trust plays a critical moderating role in many contexts. Trust in service providers, whether through CRM systems [55] or e-recruitment websites [47], fosters higher customer satisfaction and loyalty. Trust also moderates the relationship between service quality and customer satisfaction in e-commerce and B2B marketing industries, where social media platforms and third-party endorsements [64, 65] facilitate the development of a parasocial relationship that enhances customer loyalty.

However, not all studies present positive outcomes from technological integration [58] highlight that omni-channel communication failures can create significant gaps between customer expectations and perceived service quality, thereby undermining loyalty. Similarly, Ing and Sim [69] found that in some traditional sectors, price perception and product quality play a more substantial role in influencing customer satisfaction than service quality, suggesting that technology alone cannot guarantee loyalty without addressing core customer concerns such as pricing and value.

In summary, while digital technologies and omni-channel service delivery significantly enhance service quality and customer satisfaction, their impact on loyalty depends heavily on trust, personalization, and service expectations. The integration of these technologies must be carefully managed to align with customer expectations and deliver value that extends beyond mere technological convenience.

3.4. RQ4 – Industry-Specific Contexts and Their Moderating Effects on Service Quality, Customer Satisfaction, and Loyalty in B2B

Before delving into Table 6, it is essential to understand how industry-specific factors can influence the relationship between service quality, customer satisfaction, and loyalty in addressing RQ4. Table 6 summarizes key findings from various industry sectors, highlighting the moderating variables that significantly influence customer satisfaction and loyalty. The findings offer insights into how sectors, including healthcare, manufacturing, and e-commerce, utilize factors such as switching costs, technology integration, and customer trust to influence these relationships.

Table 6.
Key Findings and Moderating Variables in Various Industry Sectors.

Industry Sector	Moderated Variable	Key Findings
Healthcare	Switching costs	Trust influences loyalty directly and indirectly through perceived value; switching costs are not a significant moderator [46].
Manufacturing, Industrial	Technology Integration (VMI, IVS)	Technology integration significantly moderates perceptions of service quality and customer satisfaction [45].
Pharmaceutical, B2B	Service quality dimensions (Reliability, Responsiveness, Tangibility, Assurance, Empathy)	High-quality service expectations positively influence repurchase intentions [44].
Transport Services (B2B)	IT-enabled information (GPS)	Perceived utilization of IT-enabled information reduces the impact of price on satisfaction [59].
B2B industrial gas suppliers	Product quantity in bundle	The quantity of products in a bundle inversely affects unit prices, influencing customer price expectations [50].
FMCG Retail	Website Quality, Product Availability, Service Quality	Satisfaction, trust, and commitment significantly moderate the relationship between service quality, product availability, and loyalty [53].
Postal Services (Mongolia)	Accessibility, Complaint Handling	The quality of digital tools has a significant influence on customer satisfaction and loyalty [60].
B2C E-commerce	Customer Satisfaction	E-service quality directly influences customer

(Shopee.co.id)		satisfaction, which mediates repurchase intention [48].
B2B Consulting Services	Digital Transformation & Consulting Process	The integration of digital technologies moderates the impact of service quality on satisfaction [61].
High-Tech B2B Market	Collaboration for technical advancement, ease of coordination	Collaboration and ease of negotiation significantly improve customer satisfaction and loyalty across all value types [54].
B2B Enterprises	Customer Trust, Brand Trustworthiness	Trust and perceived risk significantly influence CX. Trust in AI-powered chatbots enhances satisfaction and loyalty [62].
B2B Service Sector	Trust in salesperson, organizational reputation	Trust in a salesperson has a more substantial impact on loyalty than trust in the organization [55].
E-Recruitment (B2B)	Customer Type (HRM Managers)	E-service quality and satisfaction have a strong influence on trust and loyalty in recruitment services [47].
B2B Logistics (Food Industry)	Logistics Service Quality (LSQ) dimensions	Order discrepancy handling is critical for high customer satisfaction [63].
Travel Agency Sector (Corporate Clients)	Service Quality, Trust, Commitment	Trust and commitment are mediators between satisfaction and loyalty, with satisfaction being the strongest link to loyalty [56].
B2B E-Commerce (1688.com)	Trust	The perceived interactivity and trustworthiness of an entrepreneur endorser significantly impact B2B parasocial relationships [64].
E-Commerce (Indonesia)	eWOM	eWOM positively influences repurchase intention; enhanced service quality, in turn, increases eWOM [49].
B2B Marketing (Agriculture)	Parasocial Relationship	Parasocial relationships between TPO and customer firms amplify the effect of expertise on perceived value; the impact of trustworthiness is negatively moderated [65].
B2B Service Firms (Australia)	Channel Integration (Offline + Online)	Integrating social and technical resources from both channels weakens relationships in terms of loyalty [66].
B2B E-Marketplaces	Trust in intermediary and seller, Perceived Value	Trust in commodity information, mediated by perceived value, influences purchase intention [67].
Telecommunications (Sri Lanka)	Trust, Commitment, Adaptation, Communication, Satisfaction	Trust, commitment, and satisfaction are crucial for strengthening relationships in B2B environments [68].
Packaged Food Retail	Product quality, Price perception, Brand Image	Product quality and price perception positively influence satisfaction [69].
ICT Service Providers (South Africa)	Service Quality, Corporate Image, Customisation, Trust	Corporate image, service quality, perceived value, and trust all influence customer satisfaction [51].
Online Recruitment (B2B)	Industry-Specific Needs (e.g., HRM, Recruitment)	E-service quality is critical for building e-loyalty [57].
Telecommunications	Vendor Characteristics, Employee Interaction	Operators expect high-quality service from vendors, focusing on timeliness, reliability, and employee interaction. [58].
B2B Technology Service (Calibration Laboratories)	Brand Awareness (Brand Recognition, Brand Recall)	Brand awareness significantly moderates the relationship between service quality and customer satisfaction [52].

In examining the moderating effect of industry-specific factors on the relationship between service quality, customer satisfaction, and loyalty, Table 6 provides a comprehensive overview of how various sectors apply unique moderating variables. Across the 26 studies summarized, it is evident that the moderating variables, such as trust, technology integration, customer satisfaction, and product quality, play crucial roles in shaping these relationships. For instance, switching costs were found to have no significant moderating effect in the healthcare sector, with trust being the primary driver of loyalty through perceived value [46]. In contrast, technology integration (such as VMI and IVS) significantly

moderated perceptions of service quality and customer satisfaction in manufacturing and industrial sectors [45]. Similarly, service quality dimensions in the pharmaceutical sector, including reliability, responsiveness, and empathy, significantly influence repurchase intentions [44].

For B2B sectors, including logistics [63] and consulting services [61], the relationship between service quality and satisfaction is influenced by digital technologies and specific industry practices, such as order handling and service customization. Trust, particularly in AI chatbots [62] and e-commerce [49], emerged as a powerful moderator, driving customer satisfaction and loyalty. B2B e-marketplaces [67] and telecommunications [68] also emphasize the importance of trust and commitment in strengthening customer relationships. Meanwhile, brand awareness in B2B technology services [52] acted as a significant moderator between service quality and customer satisfaction.

Moreover, the impact of e-service quality in sectors such as e-recruitment [47] and e-commerce [48, 49] emphasized that Enhanced customer satisfaction directly influences loyalty and repurchase intentions. In traditional industries, such as telecommunications, vendor characteristics and employee interactions [58] are crucial for meeting customer expectations. In the packaged food retail sector, product quality and price perception are vital for increasing satisfaction and loyalty [69].

The findings suggest that the industry context, from technological advancements to customer-specific needs, is pivotal in determining how service quality, satisfaction, and loyalty are intertwined. Different moderating variables underscore the complexity and importance of understanding sector-specific factors in managing customer relationships and driving loyalty effectively.

3.5. RQ5 – Key Challenges and Opportunities for Enhancing Service Quality, Customer Satisfaction, and Loyalty in the B2B Sector

In the B2B sector, several challenges and opportunities affect the relationship between service quality, customer satisfaction, and customer loyalty in addressing RQ5. One of the most prominent challenges identified across various studies is the complexity of managing customer relationships in diverse industries. In sectors such as healthcare, competition is fierce, and customer loyalty is primarily driven by trust and perceived value rather than switching costs [46, 70, 71]. Similarly, in the pharmaceutical sector, there is a challenge in moving from transactional relationships to long-term engagements, which requires companies to focus on service quality and customer expectations to sustain loyalty [44, 72]. These challenges highlight the need for businesses to develop stronger, more trustworthy relationships with their clients, rather than focusing solely on short-term transactional benefits.

A critical opportunity in the B2B sector is the customization of services to align with the unique needs of different industries, particularly in the face of complex service models [19, 62]. Customization can enhance customer satisfaction and loyalty, as businesses can better meet the specific needs of their clients. For example, the shift from offline to online business models presents opportunities for personalized and more accessible services, which can improve service delivery and enhance customer satisfaction [53, 73, 74]. The ability to adapt to technological advancements and integrate digital solutions effectively can provide B2B companies with tools to enhance service quality and create more streamlined customer experiences, ultimately leading to improved retention rates.

However, businesses must navigate challenges related to pricing strategies and service differentiation. A study by Raj et al. [50] highlights how customer satisfaction fluctuations can occur due to fixed pricing structures, particularly when bundle compositions change. This issue emphasizes the need for enhanced pricing strategies and a more comprehensive understanding of customer behavior to optimize profitability and foster customer loyalty. Additionally, as companies face the challenge of balancing service quality with price [59, 75], there is an opportunity to focus on enhancing customer-oriented capabilities such as order handling, responsiveness, and flexibility, which can lead to stronger loyalty without solely competing on price.

Another significant challenge in the B2B sector is integrating online and offline service quality, particularly in service-based industries where intangible qualities can increase the complexity of

relationships [66, 76, 77]. This is especially true in sectors such as travel and telecommunications, where rational decision-making and organizational factors significantly influence relationship dynamics [78, 79]. Optimizing the integration of technical resources and social interactions is crucial in improving customer satisfaction and loyalty. The opportunity here lies in effectively coordinating online and offline resources, ensuring that businesses maintain consistent quality across both channels to build stronger, long-term client relationships.

The adoption of advanced technologies, such as AI-driven systems, presents both challenges and opportunities for businesses in the B2B sector. On the one hand, companies must address the challenge of managing customer trust and ensuring privacy in AI-powered services, as exemplified by AI chatbots [62, 80]. On the other hand, AI offers significant opportunities to enhance service quality by more effectively meeting customer expectations and personalizing interactions [81-83]. This, in turn, can foster greater customer loyalty, as customers appreciate services that are better aligned with their preferences and provide a seamless experience. By leveraging these opportunities, businesses can overcome the limitations of traditional service models and adopt a more customer-centric approach to service delivery.

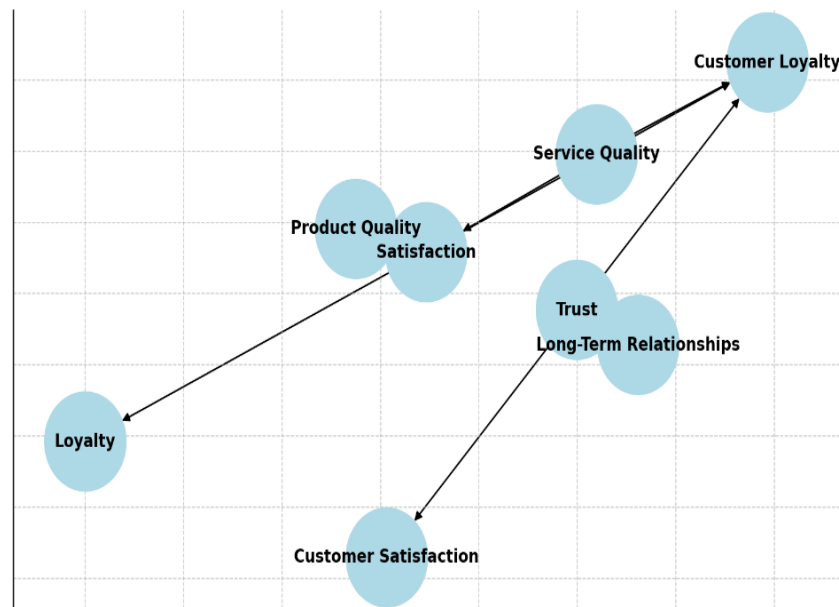


Figure 8.
Network Diagram of Key Factors in Mediating Role.

The network diagram presented in Figure 8 illustrates the interconnections among key factors that influence customer satisfaction and loyalty within the B2B sector. Service quality stands out as a central factor, directly affecting both customer satisfaction and loyalty, highlighting its vital role in customer retention. Product quality also plays a significant role in enhancing customer satisfaction, underscoring the importance of delivering high-quality products that meet customer expectations. Additionally, pricing strategies significantly influence customer loyalty, underscoring the necessity of implementing effective pricing mechanisms to maintain long-term client relationships.

Satisfaction serves as a crucial mediating factor, bridging the relationship between service quality and product quality, and fostering customer loyalty, highlighting its key function in customer relationship management. Trust and long-term relationships are closely intertwined, with trust serving as a key moderating variable that strengthens enduring relationships and ultimately fosters customer loyalty. Businesses that effectively manage these interconnected elements of service quality, product

quality, pricing strategies, customer satisfaction, and trust are well-positioned to build robust and lasting customer relationships, which are essential for maintaining a competitive advantage in the B2B sector.

Conclusion: the challenges and opportunities related to service quality, customer satisfaction, and customer loyalty within the B2B sector are intricately linked. Although businesses face significant challenges in adapting to the complexities of different industries and maintaining customer trust, there are clear opportunities to capitalize on technological advancements, customized solutions, and enhanced customer service. By focusing on these opportunities, businesses can improve customer satisfaction and foster long-term loyalty, ultimately strengthening their competitive position in an increasingly dynamic marketplace.

4. Implications for Research and Practice

From a research perspective, this study highlights important gaps in the understanding of customer loyalty in B2B contexts. The relationships between service quality, product quality, price, and customer loyalty warrant further exploration, particularly in sectors such as healthcare, manufacturing, and technology. Trust also plays a critical moderating role and should be studied more deeply in the context of digitalization and AI-driven systems. Moreover, the mediating role of customer satisfaction in linking service quality, product quality, and price with loyalty requires greater attention across both traditional and digital environments.

The findings also emphasize the importance of integrating technology and delivering omnichannel services to enhance customer satisfaction and loyalty. Researchers should investigate the challenges of adopting new technologies and their influence on long-term relationships. Since industry contexts vary, future studies should also compare how different sectors shape the dynamics between service quality, satisfaction, and loyalty, offering more tailored insights into sector-specific practices.

From a practical standpoint, businesses are encouraged to focus on improving service quality by ensuring reliability, responsiveness, and trust. Investments in employee training, process optimization, and digital tools can strengthen service delivery and create more personalized customer experiences. Building trust through transparent communication, consistent service, and long-term relationship management is essential, as is aligning pricing strategies with customer value perceptions. By combining these efforts with continuous innovation and sustainable relationship management, companies can foster stronger loyalty and transform customer interactions into lasting, mutually beneficial partnerships.

5. Limitations of the Review and Future Directions

Although this systematic literature review provides valuable insights into customer loyalty in B2B contexts, it has several limitations. First, the review only covers studies published between 2019 and 2024 from the Scopus database, potentially excluding important contributions from other databases, such as Web of Science, Emerald, or Google Scholar, as well as foundational works that have shaped current theories. In addition, the exclusive focus on empirical studies limits the conceptual depth, as theoretical and conceptual papers that could enrich the framework were not considered. Future research should therefore broaden the scope to include multiple databases, extend the time range, and incorporate theoretical perspectives to strengthen the conceptual foundation of B2B customer loyalty research.

Another limitation is the exclusion of non-English studies and grey literature, which restricts the generalizability of findings. Future research should integrate global perspectives by including studies in other languages, as well as industry reports, market surveys, and practitioner insights. Moreover, this review does not fully explore the moderating role of factors such as trust, technology integration, and industry-specific conditions in shaping long-term loyalty. Further studies could investigate these aspects, particularly in the context of emerging technologies such as AI, IoT, and omni-channel service

delivery, employing both quantitative and qualitative approaches to provide a more comprehensive understanding of B2B customer experiences.

6. Conclusion

This review advances the understanding of customer loyalty dynamics in B2B contexts by presenting a framework that incorporates service quality, product quality, price, customer satisfaction, and trust. It highlights that service quality, especially when emphasizing reliability, responsiveness, and trust, is a crucial determinant of customer satisfaction, which in turn fosters customer loyalty. The mediating role of customer satisfaction and the moderating effect of trust are crucial in linking service quality to customer loyalty. Furthermore, the study highlights the crucial role of technology integration and omni-channel service delivery in enhancing both service quality and customer satisfaction. While digital technologies offer substantial opportunities for enhancing customer service, their impact on loyalty is contingent upon aligning these innovations with customer expectations and cultivating trust. This research offers valuable insights for B2B businesses seeking to boost customer loyalty by enhancing service delivery, implementing strategic pricing, and fostering effective relationship management. Future research should further investigate industry-specific moderating factors and the evolving influence of digital technologies in shaping customer loyalty in the B2B sector.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Acknowledgements:

The authors would like to express their sincere gratitude to the Interdisciplinary School of Management and Technology and the Department of Business Management, Institut Teknologi Sepuluh Nopember (ITS), Indonesia, for their academic and institutional support in completing this research.

Copyright:

© 2026 by the authors. This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

References

- [1] O. Kosasih, K. Hidayat, B. Hutahayan, and Sunarti, "Achieving sustainable customer loyalty in the petrochemical industry: The effect of service innovation, product quality, and corporate image with customer satisfaction as a mediator," *Sustainability*, vol. 16, no. 16, p. 7111, 2024. <https://doi.org/10.3390/su16167111>
- [2] Y. Liu, X. Zhao, and T. Wang, "Value-based selling capability: Antecedents and implications for B2B sales performance," *Journal of Business-to-Business Marketing*, vol. 30, no. 4, pp. 395-418, 2023. <https://doi.org/10.1080/1051712X.2023.2272985>
- [3] S. Vandermerwe and D. Erixon, "Servitization of business updated: Now, new, next," *European Management Journal*, vol. 41, no. 4, pp. 479-487, 2023. <https://doi.org/10.1016/j.emj.2023.07.007>
- [4] S. A. Awaad, W. Kortam, and N. Ayad, "Examining the impact of price sensitivity on customer lifetime value: Empirical analysis," *Cogent Business & Management*, vol. 11, no. 1, p. 2366441, 2024. <https://doi.org/10.1080/23311975.2024.2366441>
- [5] A. O. Dandis, M. Al Haj Eid, D. Griffin, R. Robin, and A. K. Ni, "Customer lifetime value: The effect of relational benefits, brand experiences, quality, satisfaction, trust and commitment in the fast-food restaurants," *The TQM Journal*, vol. 35, no. 8, pp. 2526-2546, 2023. <https://doi.org/10.1108/TQM-08-2022-0248>
- [6] T. Natarajan and D. R. Veera Raghavan, "Does integrated store service quality determine omnichannel customer lifetime value? Role of commitment, relationship proneness, and relationship program receptiveness," *The TQM Journal*, vol. 37, no. 3, pp. 800-830, 2025. <https://doi.org/10.1108/TQM-09-2023-0276>
- [7] Y. Sun, H. Liu, and Y. Gao, "Research on customer lifetime value based on machine learning algorithms and customer relationship management analysis model," *Heliyon*, vol. 9, no. 2, p. e13384, 2023. <https://doi.org/10.1016/j.heliyon.2023.e13384>

- [8] A. M. B. d. F. Marcos and A. F. d. M. Coelho, "Service quality, customer satisfaction and customer value: Holistic determinants of loyalty and word-of-mouth in services," *The TQM Journal*, vol. 34, no. 5, pp. 957-978, 2022. <https://doi.org/10.1108/TQM-10-2020-0236>
- [9] J. Venkatakrishnan, R. Alagiriswamy, and S. Parayitam, "Web design and trust as moderators in the relationship between e-service quality, customer satisfaction and customer loyalty," *The TQM Journal*, vol. 35, no. 8, pp. 2455-2484, 2023. <https://doi.org/10.1108/TQM-10-2022-0298>
- [10] J. Sukendia, N. Harianto, and S. Wansaga, "The impact of e-service quality on customer engagement, customer experience and customer loyalty in B2C e-commerce," *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, vol. 12, no. 3, pp. 3170-3184, 2021. <https://doi.org/10.17762/turcomat.v12i3.1556>
- [11] B. Zheng, H. Wang, A.-M. Golmohammadi, and A. Goli, "Impacts of logistics service quality and energy service of Business to Consumer (B2C) online retailing on customer loyalty in a circular economy," *Sustainable Energy Technologies and Assessments*, vol. 52, p. 102333, 2022. <https://doi.org/10.1016/j.seta.2022.102333>
- [12] G. Jagodič and B. Milfelner, "The role of B2B marketing strategy, ICT B2B marketing support, and service quality in market orientation-Performance relationship: evidence from three European countries," *Cogent Business & Management*, vol. 9, no. 1, p. 2128252, 2022. <https://doi.org/10.1080/23311975.2022.2128252>
- [13] F. Lasrado, P. Thaichon, and M. W. Nyadzayo, "Exploring the role of relationship management and relationship quality in B2B: empirical insights and future research directions," *Journal of Business & Industrial Marketing*, vol. 38, no. 5, pp. 1055-1086, 2023. <https://doi.org/10.1108/JBIM-05-2021-0267>
- [14] S. Ahmed, A. Al Asheq, E. Ahmed, U. Y. Chowdhury, T. Sufi, and M. G. Mostofa, "The intricate relationships of consumers' loyalty and their perceptions of service quality, price and satisfaction in restaurant service," *The TQM Journal*, vol. 35, no. 2, pp. 519-539, 2023. <https://doi.org/10.1108/TQM-06-2021-0158>
- [15] K. Boonlertvanich, "Service quality, satisfaction, trust, and loyalty: The moderating role of main-bank and wealth status," *International Journal of Bank Marketing*, vol. 37, no. 1, pp. 278-302, 2019. <https://doi.org/10.1108/IJBM-02-2018-0021>
- [16] S.-M. Tseng, "Understanding the impact of the relationship quality on customer loyalty: The moderating effect of online service recovery," *International Journal of Quality and Service Sciences*, vol. 13, no. 2, pp. 300-320, 2021. <https://doi.org/10.1108/IJQSS-07-2020-0115>
- [17] S. L. Berger, L. Meyer-Waarden, M. Kuhn, and A. Hanisch, "Navigating uncharted waters: Insights into transformative marketing in the B2B mobility ecosystem," *Journal of Business-To-Business Marketing*, vol. 32, no. 1, pp. 31-55, 2025. <https://doi.org/10.1080/1051712X.2024.2380682>
- [18] F. Ullah, S. Lei, J. K. Newton, and D. W. Lund, "TCM-AVC model: A systematic literature review on value co-creation in B2B and research agenda," *Sustainability*, vol. 17, no. 5, p. 2021, 2025. <https://doi.org/10.3390/su17052021>
- [19] J. Wirtz and C. Kowalkowski, "Putting the "service" into B2B marketing: Key developments in service research and their relevance for B2B," *Journal of Business & Industrial Marketing*, vol. 38, no. 2, pp. 272-289, 2023. <https://doi.org/10.1108/JBIM-02-2022-0085>
- [20] M. B. Abdul Sathar, M. Rajagopalan, S. M. Naina, and S. Parayitam, "A moderated-mediation model of perceived enjoyment, security and trust on customer satisfaction: evidence from banking industry in India," *Journal of Asia Business Studies*, vol. 17, no. 3, pp. 656-679, 2023. <https://doi.org/10.1108/JABS-03-2022-0089>
- [21] E. Arthur, G. C. Agbemabiese, G. K. Amoako, and P. A. Anim, "Commitment, trust, relative dependence, and customer loyalty in the B2B setting: the role of customer satisfaction," *Journal of Business & Industrial Marketing*, vol. 39, no. 5, pp. 933-948, 2024. <https://doi.org/10.1108/JBIM-08-2022-0375>
- [22] J. Alonso-Garcia, F. Pablo-Marti, E. Núñez-Barriopedro, and P. Cuesta-Valiño, "Digitalization in B2B marketing: Omnichannel management from a PLS-SEM approach," *Journal of Business and Industrial Marketing*, vol. 38, no. 2, pp. 317-336, 2023.
- [23] M. Cotarelo, H. Calderón, and T. Fayos, "A further approach in omnichannel LSQ, satisfaction and customer loyalty," *International Journal of Retail & Distribution Management*, vol. 49, no. 8, pp. 1133-1153, 2021. <https://doi.org/10.1108/IJRDM-01-2020-0013>
- [24] J. Nenadál, D. Vykydal, and E. Tylečková, "Complex customer loyalty measurement at closed-loop quality management in B2B area—Czech example," *Sustainability*, vol. 13, no. 5, p. 2957, 2021. <https://doi.org/10.3390/su13052957>
- [25] Y. Skaf, C. Eid, A. Thrassou, S. El Nemar, and K. S. Rebeiz, "Technology and service quality: Achieving insurance industry customer satisfaction and loyalty under crisis conditions," *EuroMed Journal of Business*, 2024. <https://doi.org/10.1108/EMJB-01-2024-0027>
- [26] S. Mancin *et al.*, "Systematic review of clinical practice guidelines and systematic reviews: A method for conducting comprehensive analysis," *MethodsX*, vol. 12, p. 102532, 2024. <https://doi.org/10.1016/j.mex.2023.102532>
- [27] P. R. Phulwani, D. Kumar, and P. Goyal, "A systematic literature review and bibliometric analysis of recycling behavior," *Journal of Global Marketing*, vol. 33, no. 5, pp. 354-376, 2020. <https://doi.org/10.1080/08911762.2020.1765444>

- [28] H. Suri and D. Clarke, "Advancements in research synthesis methods: From a methodologically inclusive perspective," *Review of Educational Research*, vol. 79, no. 1, pp. 395-430, 2009. <https://doi.org/10.3102/0034654308326349>
- [29] M. J. Page *et al.*, "The PRISMA 2020 statement: an updated guideline for reporting systematic reviews," *bmj*, vol. 372, 2021. <https://doi.org/10.1136/bmj.n71>
- [30] S. J. Rezac, N. J. Salkind, D. McTavish, and H. Loether, "Inclusion and exclusion criteria in research studies: Definitions and why they matter," *J Bras Pneumol*, vol. 44, no. 22, p. 84, 2018.
- [31] T. Olsson, S. Sentilles, and E. Papatheocharous, "A systematic literature review of empirical research on quality requirements," *Requirements Engineering*, vol. 27, pp. 249-271, 2022. <https://doi.org/10.1007/s00766-022-00373-9>
- [32] P. C. Sauer and S. Seuring, "How to conduct systematic literature reviews in management research: A guide in 6 steps and 14 decisions," *Review of Managerial Science*, vol. 17, pp. 1899-1933, 2023. <https://doi.org/10.1007/s11846-023-00668-3>
- [33] E. Hosseini, K. Taghizadeh Milani, and M. S. Sabetnasab, "Development and maturity of co-word thematic clusters: the field of linked data," *Library Hi Tech*, vol. 43, no. 1, pp. 81-113, 2025. <https://doi.org/10.1108/LHT-10-2022-0488>
- [34] A. Kemeç and A. T. Altınay, "Sustainable energy research trend: A bibliometric analysis using VOSviewer, RStudio bibliometrix, and CiteSpace software tools," *Sustainability*, vol. 15, no. 4, p. 3618, 2023. <https://doi.org/10.3390/su15043618>
- [35] V. Pereira, M. P. Basilio, and C. H. T. Santos, "PyBibX—a Python library for bibliometric and scientometric analysis powered with artificial intelligence tools," *Data Technologies and Applications*, vol. 59, no. 2, pp. 302-337, 2025. <https://doi.org/10.1108/DTA-08-2023-0461>
- [36] F. Prasetya *et al.*, "Harnessing artificial intelligence to revolutionize vocational education: Emerging trends, challenges, and contributions to SDGs 2030," *Social Sciences & Humanities Open*, vol. 11, p. 101401, 2025. <https://doi.org/10.1016/j.ssaho.2025.101401>
- [37] H. S. Saragih, "Beyond the transaction: Exploring resources stewardship, relational connectedness and co-creation in B2B marketing," *Journal of Business & Industrial Marketing*, vol. 40, no. 1, pp. 173-187, 2025. <https://doi.org/10.1108/JBIM-04-2023-0201>
- [38] A. Fortuna, M. Raihan, D. A. Saputra, J. L. C. García, and F. T. Ayasrah, "Simulation—adventure virtual worlds in the metaverse for engineering education and training: A domain-stratified narrative review," *Journal of Engineering Researcher and Lecturer*, vol. 4, no. 3, pp. 159-182, 2025.
- [39] R. A. Salim, S. Syahril, and N. Erizon, "Enhancing vocational education through augmented reality: Android-based learning media for CNC TU-2A instruction in technical and vocational high schools," *Journal of Engineering Researcher and Lecturer*, vol. 4, no. 2, pp. 103-114, 2025. <https://doi.org/10.58712/jerel.v4i2.188>
- [40] A. Steven and N. H. Adi, "Web-based promotional media in enhancing customer engagement in the digital age," *Journal of Computer-based Instructional Media*, vol. 2, no. 1, pp. 11-19, 2024. <https://doi.org/10.58712/jcim.v2i1.127>
- [41] G. Marzi, M. Balzano, A. Caputo, and M. M. Pellegrini, "Guidelines for bibliometric-systematic literature reviews: 10 steps to combine analysis, synthesis and theory development," *International Journal of Management Reviews*, vol. 27, no. 1, pp. 81-103, 2025. <https://doi.org/10.1111/ijmr.12381>
- [42] S. Mortazavi, A. Hajikhani, I. Laine, and C. Salloum, "Mapping the discourse of Sustainable Development Goals: A mixed-method bibliometric and thematic exploration," *Management Decision*, 2025. <https://doi.org/10.1108/MD-10-2024-2455>
- [43] W. Yan, J. Liao, and H. Zhai, "Place-making research: A bibliometric, visualization, and thematic analysis," *Buildings*, vol. 14, no. 9, p. 2855, 2024. <https://doi.org/10.3390/buildings14092855>
- [44] M. L. Amos and M. B. Aubrey, "Service quality, service expectations and repurchase intention relationships in b2b pharmaceutical services: A South African perspective," *African Journal of Business & Economic Research*, vol. 19, no. 4, pp. 523-544, 2024. https://hdl.handle.net/10520/ejc-aa_ajber_v19_n4_a24
- [45] A. Osarenkhoe, D. Fjellström, T. Gioeli, and A. Backer-Meurke, "Conceptual framework for unlocking customer satisfaction drivers in digital vendor-managed inventory systems," *Administrative Sciences*, vol. 14, no. 8, p. 179, 2024. <https://doi.org/10.3390/admsci14080179>
- [46] A. Rinenggo, A. Sudiro, Sunaryo, and A. S. Hussein, "Trustworthiness in Indonesia healthcare: Fostering loyalty in B2B relationships," *Cogent Business & Management*, vol. 11, no. 1, p. 2371991, 2024. <https://doi.org/10.1080/23311975.2024.2371991>
- [47] M. N. Akroush, M. I. Zuriekat, B. K. Mahadin, M. F. Mdanat, G. A. Samawi, and O. J. Haddad, "Drivers of E-loyalty in E-recruitment: The role of E-service quality, E-satisfaction, and E-trust in Jordan, an emerging market," *Journal of Electronic Commerce in Organizations*, vol. 19, no. 2, pp. 17-33, 2021. <https://doi.org/10.4018/JECO.2021040102>
- [48] I. Artana, H. Fattah, I. Eka Putra, and M. Nadir, "Repurchase intention behavior in B2C E-commerce," *International Journal of Data & Network Science*, vol. 6, no. 1, pp. 147-154, 2022.
- [49] W. Rachbini, D. Anggraeni, and H. Wulanjani, "The influence of electronic service quality and electronic word of mouth (eWOM) toward repurchase intention (study on e-commerce in Indonesia)," *Jurnal Komunikasi: Malaysian Journal of Communication*, vol. 37, no. 1, pp. 42-58, 2021. <https://doi.org/10.17576/JKMJC-2021-3701-03>

- [50] R. Raj, M. H. Karwan, C. Murray, and L. Sun, "A numerical optimization approach for pricing components in customer defined bundles in a B2B market," *Computers & Operations Research*, vol. 155, p. 106215, 2023. <https://doi.org/10.1016/j.cor.2023.106215>
- [51] B. E. Stiehler-Mulder, M. Roberts-Lombard, and M. Hlefana, "Precursors and outcome of satisfaction in business-to-business relationship building: An information communication technology industry perspective in South Africa," *Acta Commercii*, vol. 20, no. 1, pp. 1-11, 2020. <https://hdl.handle.net/10520/EJC-1d301693da>
- [52] P.-L. Huang, B. C. Lee, and C.-C. Chen, "The influence of service quality on customer satisfaction and loyalty in B2B technology service industry," *Total Quality Management & Business Excellence*, vol. 30, no. 13-14, pp. 1449-1465, 2019. <https://doi.org/10.1080/14783363.2017.1372184>
- [53] M. Mujianto, H. Hartoyo, R. Nuralina, and E. Z. Yusuf, "The unraveling loyalty model of traditional retail to suppliers for business sustainability in the digital transformation era: Insight from MSMEs in Indonesia," *Sustainability*, vol. 15, no. 3, p. 2827, 2023. <https://doi.org/10.3390/su15032827>
- [54] N. Sharma, "How core, technical and social components of business relationship value drive customer satisfaction and loyalty in high tech B2B market," *Journal of Business & Industrial Marketing*, vol. 37, no. 5, pp. 975-994, 2022. <https://doi.org/10.1108/JBIM-12-2020-0554>
- [55] O. A. Gansser, S. BoBow-Thies, and B. Krol, "Creating trust and commitment in B2B services," *Industrial Marketing Management*, vol. 97, pp. 274-285, 2021. <https://doi.org/10.1016/j.indmarman.2021.07.005>
- [56] J. C. Granados, L. M. Pérez, J. A. Pedraza-Rodríguez, and M. G. Gallarza, "Revisiting the quality-value-satisfaction-loyalty chain for corporate customers in the travel agency sector," *European Journal of Tourism Research*, vol. 27, pp. 2711-2711, 2021. <https://doi.org/10.54055/ejtr.v27i.1921>
- [57] B. Mahadin, M. N. Akroush, and O. J. Haddad, "Factors affecting web-based customer loyalty: Evidence from B2B online recruitment users' perspectives," *International Journal of Web Based Communities*, vol. 16, no. 4, pp. 343-377, 2020. <https://doi.org/10.1504/IJWBC.2020.111378>
- [58] A. Tas, E. A. Ergin, F. B. Kurtulmuşoğlu, and O. F. Sahin, "Tackling service quality in the telecommunication B2B market," *Journal of Business & Industrial Marketing*, vol. 34, no. 7, pp. 1580-1591, 2019. <https://doi.org/10.1108/JBIM-05-2018-0160>
- [59] A. Habjan, "How a perceived Utilisation of IT-enabled information shapes customer satisfaction in B2B markets," *Business Systems Research: International Journal of the Society for Advancing Innovation and Research in Economy*, vol. 14, no. 2, pp. 81-101, 2023. <https://doi.org/10.2478/bsrj-2023-0013>
- [60] G. Battumur, K. Gantumur, and W. Kim, "Factors affecting satisfaction with the postal delivery service," *International Journal of Advanced and Applied Sciences*, vol. 10, no. 1, pp. 111-120, 2023. <https://doi.org/10.21833/ijaas.2023.01.015>
- [61] A. G. Raišienė and S. J. Raišys, "Business customer satisfaction with B2B consulting services: AHP-based criteria for a new perspective," *Sustainability*, vol. 14, no. 12, p. 7437, 2022. <https://doi.org/10.3390/su14127437>
- [62] A. K. Kushwaha, P. Kumar, and A. K. Kar, "What impacts customer experience for B2B enterprises on using AI-enabled chatbots? Insights from Big data analytics," *Industrial Marketing Management*, vol. 98, pp. 207-221, 2021. <https://doi.org/10.1016/j.indmarman.2021.08.011>
- [63] B. Gaudenzi, I. Confente, and I. Russo, "Logistics service quality and customer satisfaction in B2B relationships: a qualitative comparative analysis approach," *The TQM Journal*, vol. 33, no. 1, pp. 125-140, 2020. <https://doi.org/10.1108/TQM-04-2020-0088>
- [64] C. Yuan, H. Moon, S. Wang, X. Yu, and K. H. Kim, "Study on the influencing of B2B parasocial relationship on repeat purchase intention in the online purchasing environment: An empirical study of B2B E-commerce platform," *Industrial Marketing Management*, vol. 92, pp. 101-110, 2021. <https://doi.org/10.1016/j.indmarman.2020.11.008>
- [65] C. L. Yuan, H. Moon, K. H. Kim, S. Wang, and X. Yu, "Third-party organization endorsement impacts on perceived value and B2B customer loyalty," *Industrial Marketing Management*, vol. 90, pp. 221-230, 2020. <https://doi.org/10.1016/j.indmarman.2020.07.021>
- [66] R. P. Kingshott, P. Sharma, and S. R. Nair, "Social and technical chains-of-effects in business-to-business (B2B) service relationships," *European Journal of Marketing*, vol. 54, no. 6, pp. 1225-1246, 2020. <https://doi.org/10.1108/EJM-04-2019-0329>
- [67] Y.-Y. Chang, S.-C. Lin, D. C. Yen, and J.-W. Hung, "The trust model of enterprise purchasing for B2B e-marketplaces," *Computer Standards & Interfaces*, vol. 70, p. 103422, 2020. <https://doi.org/10.1016/j.csi.2020.103422>
- [68] S. Dasanayaka, O. Al Serhan, M. Glamboosky, and K. Gleason, "The business-to-business relationship: Examining Sri Lankan telecommunication operators and vendors," *Journal of Business & Industrial Marketing*, vol. 35, no. 6, pp. 1069-1087, 2020. <https://doi.org/10.1108/JBIM-06-2019-0303>
- [69] P. Ing and Y. S. Sim, "Rational or emotional? An examination of customer loyalty in B2B packaged food retail setting," *Asian Journal of Business Research*, vol. 10, no. 1, pp. 1-28, 2020.
- [70] M.-T. Ha, G.-D. Nguyen, and B.-S. Doan, "Understanding the mediating effect of switching costs on service value, quality, satisfaction, and loyalty," *Humanities and Social Sciences Communications*, vol. 10, p. 288, 2023. <https://doi.org/10.1057/s41599-023-01797-6>

- [71] H. Han and J. Hwang, "Growing competition in the healthcare tourism market and customer retention in medical clinics: New and experienced travellers," *Current Issues in Tourism*, vol. 21, no. 6, pp. 680-702, 2018. <https://doi.org/10.1080/13683500.2015.1104292>
- [72] D. J. Petzer and E. Van Tonder, "Loyalty intentions and selected relationship quality constructs: The mediating effect of customer engagement," *International Journal of Quality & Reliability Management*, vol. 36, no. 4, pp. 601-619, 2019. <https://doi.org/10.1108/IJQRM-06-2018-0146>
- [73] P. T. Y. Lee, E. Feiyu, and M. Chau, "Defining online to offline (O2O): A systematic approach to defining an emerging business model," *Internet Research*, vol. 32, no. 5, pp. 1453-1495, 2022. <https://doi.org/10.1108/INTR-10-2020-0563>
- [74] K. Seo and T. Roh, "Online and offline delivery qualities: O2O satisfaction and loyalty through technology acceptance model," *Journal of Retailing and Consumer Services*, vol. 82, p. 104079, 2025. <https://doi.org/10.1016/j.jretconser.2024.104079>
- [75] B. J. Ali *et al.*, "Hotel service quality: The impact of service quality on customer satisfaction in hospitality," *International Journal of Engineering, Business and Management*, vol. 5, no. 3, pp. 14-28, 2021. <https://doi.org/10.22161/ijebm.5.3.2>
- [76] S. Freedy, P. Vel, and M. W. Nyadzayo, "Business customer virtual interaction: enhancing value creation in B2B markets in the post-COVID-19 era—an SME perspective," *Journal of Business & Industrial Marketing*, vol. 37, no. 10, pp. 2075-2094, 2022. <https://doi.org/10.1108/JBIM-01-2021-0074>
- [77] A. H. P. K. Putra, "Learning from the past bridging digital and physical markets: A guidelines for future research agenda of online-to-offline (O2O) marketing strategy," *International Review of Management and Marketing*, vol. 14, no. 3, p. 82, 2024. <https://doi.org/10.32479/irmm.16145>
- [78] C. Bratianu, E.-M. Vățărnănescu, S. Anagnoste, and G. Dominici, "Untangling knowledge fields and knowledge dynamics within the decision-making process," *Management Decision*, vol. 59, no. 2, pp. 306-323, 2021. <https://doi.org/10.1108/MD-05-2019-0559>
- [79] T. Sinnaiah, S. Adam, and B. Mahadi, "A strategic management process: The role of decision-making style and organisational performance," *Journal of Work-Applied Management*, vol. 15, no. 1, pp. 37-50, 2023. <https://doi.org/10.1108/JWAM-10-2022-0074>
- [80] C. Khneyzer, Z. Boustany, and J. Dagher, "AI-driven chatbots in CRM: Economic and managerial implications across industries," *Administrative Sciences*, vol. 14, no. 8, p. 182, 2024. <https://doi.org/10.3390/admsci14080182>
- [81] Q. Chen, Y. Lu, Y. Gong, and J. Xiong, "Can AI chatbots help retain customers? Impact of AI service quality on customer loyalty," *Internet Research*, vol. 33, no. 6, pp. 2205-2243, 2023. <https://doi.org/10.1108/INTR-09-2021-0686>
- [82] Z. Hui, A. N. Khan, Z. Chenglong, and N. A. Khan, "When service quality is enhanced by human-artificial intelligence interaction: an examination of anthropomorphism, responsiveness from the perspectives of employees and customers," *International Journal of Human-Computer Interaction*, vol. 40, no. 22, pp. 7546-7561, 2024. <https://doi.org/10.1080/10447318.2023.2266254>
- [83] T. M. Nguyen, S. Quach, and P. Thaichon, "The effect of AI quality on customer experience and brand relationship," *Journal of Consumer Behaviour*, vol. 21, no. 3, pp. 481-493, 2022. <https://doi.org/10.1002/cb.1974>