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## The Effect of On-Time Performance, Marketing Mix, and Service Excellence on Customer Satisfaction and Customer Loyalty

Rintis Eko Widodo<sup>1</sup>

<sup>1</sup>Lentera Mondial College of Tourism Management and Logistics, Jakarta, Indonesia, [rintis.ew@gmail.com](mailto:rintis.ew@gmail.com)

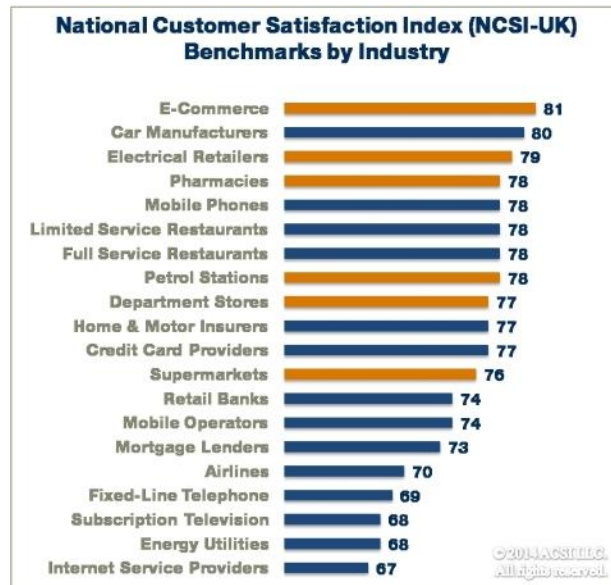
Corresponding Author: [rintis.ew@gmail.com](mailto:rintis.ew@gmail.com)<sup>1</sup>

**Abstract:** The purpose of this literature study is to develop a hypothesis regarding the influence between variables that can be used for further research in the field of marketing management. The literature review article on the influence of on-time performance, marketing mix, and service excellence on customer satisfaction and customer loyalty is a scientific article in marketing management. The approach used in this literature review is descriptive qualitative. The data collection technique is to use a literature study or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this study and is sourced from academic online media such as Thomson Reuters, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, each relevant previous article was used to review each independent variable. The results of this literature review article are: 1) On-time performance affects customer satisfaction; 2) Marketing mix affects customer satisfaction; 3) Service excellence affects customer satisfaction; 4) On-time performance affects customer loyalty; 5) Marketing mix affects customer loyalty; 6) Service excellence affects customer loyalty; and 7) Customer satisfaction affects customer loyalty.

**Keywords:** Consumer Loyalty, Consumer Satisfaction, On-Time Performance, Marketing Mix, Service Excellence

### INTRODUCTION

In an era of globalization and increasing competition, companies must better understand and meet customer needs. One important aspect that influences customer satisfaction and loyalty is the company's service performance. On-time performance (OTP), which refers to the company's ability to meet agreed-upon schedules, is one of the main indicators used to assess service quality. Research shows that companies with high OTP tend to have better customer satisfaction (Nurpiyanti et al., 2019). In addition, the right marketing mix, which includes product, price, place, and promotion, also contributes significantly to consumer perceptions of the quality of service provided (Winarsih et al., 2022).



**Figure 1. Customer Satisfaction Benchmarks by Industry**  
Source: American Customer Satisfaction Index

Figure 1 above shows that the e-commerce industry has the highest satisfaction score, at 81%. This shows that consumers are very satisfied with the online shopping experience, perhaps due to the convenience, speed, and variety of products on offer. The automotive industry also has a high satisfaction score of 80%. This reflects consumer satisfaction with the quality, design, and after-sales service provided by car manufacturers. Internet service providers have the lowest score of 67%, which indicates that consumers are less satisfied with the internet service provided. In addition, research from Baskara et al., (2021), shows that satisfied customers tend to make repeat purchases, with a loyalty rate of up to 80%, when they feel valued and cared for by the company.

In Indonesia, the 2022 report from the Indonesian Customer Satisfaction Award (ICSA) shows that companies that prioritize service quality and have a good OTP can increase customer loyalty by up to 60%. This shows that consumers are not only looking for quality products, but also a good service experience. For example, airlines with good OTP and friendly service tend to get positive reviews and recommendations from their customers, which in turn can increase their market share.

By understanding the influence of each of these factors, companies can formulate more effective strategies to meet consumer expectations. The purpose of this study is to provide an in-depth analysis of the influence of OTP, marketing mix, and service excellence on customer satisfaction and loyalty, as well as recommendations for companies to improve their performance in the face of increasingly fierce competition.

### Formulation of the Problem

Based on the background of the above problem, the following problem formulations are obtained to be used as hypotheses for further research: 1) Does on-time performance affect customer satisfaction?; 2) Does the marketing mix affect customer satisfaction?; 3) Does service excellence affect customer satisfaction?; 4) Does on-time performance affect customer loyalty?; 5) Does the marketing mix affect customer loyalty?; 6) Does service excellence affect customer loyalty?; and 7) Does customer satisfaction affect customer loyalty?.

## METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics of consumer satisfaction and consumer loyalty as a whole. The collection and analysis of descriptive qualitative data allows researchers to adapt their approach to the research needs and characteristics of the subjects under study.

The data used in this study comes from previous research on the topic of customer satisfaction and customer loyalty. The researcher will analyze the existing literature to identify patterns and trends in on-time performance, marketing mix, service excellence, customer satisfaction, and customer loyalty. By using previous research, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence customer satisfaction and loyalty, (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of various sources also allows researchers to gain a more comprehensive understanding of consumer satisfaction and loyalty from various perspectives.

## RESULTS AND DISCUSSION

### Results

The following are research findings taking into account the context and problem formulation:

#### Customer Loyalty

Consumer Loyalty is the degree of commitment and loyalty of customers to a brand, product or service. This loyalty is reflected in the customer's habit of making repeat purchases, preference for certain brands, and resistance to the temptation to switch to competitors. Consumer loyalty is based not only on satisfaction, but also on the emotional connection and trust built between the customer and the brand. Companies can increase consumer loyalty through loyalty programs, good customer service, and consistent delivery of value. Loyal consumers tend to become brand advocates, which can help improve reputation and business growth (Zulkarnain et al., 2020).

The indicators or dimensions contained in the Consumer Loyalty variable include: 1) Repurchase: The frequency with which customers make repeat purchases of a product or service; 2) Recommendation: The willingness of customers to recommend a product or service to others; 3) Competitive Resistance: The degree to which customers resist the temptation to switch to another brand; and 4) Emotional attachment: The emotional feeling or strong bond between the customer and the brand (Hadita & Navanti, 2024).

The Consumer Loyalty Variable is relevant to previous research that has been studied by: (Apriliana & Hidayat, 2020), (Lustono, 2020), (Rane et al., 2023).

#### Customer Satisfaction

Customer satisfaction is the level of satisfaction or dissatisfaction experienced by customers after consuming or using a product or service. Satisfaction is measured by comparing the customer's pre-purchase expectations with their actual experience after using the product or service. If the experience exceeds expectations, customers are satisfied; conversely, if the experience does not meet expectations, customers are disappointed. Customer satisfaction is an important indicator of a company's success because satisfied customers are more likely to make repeat purchases and recommend the product or service to others (Susanto, Mahaputra, et al., 2024).

The indicators or dimensions contained in the Consumer Satisfaction variable include: 1) Product/Service Quality: The degree to which the product or service meets customer expectations; 2) Price: The customer's perception of the value received for the price paid; 3) Customer Service: The quality of interaction and support provided by the company; and 4) Expectation Conformity: The extent to which the customer's experience meets or exceeds expectations (Gunawan et al., 2023).

The Consumer Satisfaction Variable is relevant to previous research that has been studied by: (Jaya Sakti et al., 2021), (Saputra & Sumantyo, 2023), (Jumawan et al., 2023).

### **On Time Performance**

On Time Performance (OTP) is a metric used to measure the extent to which a service or product can be delivered on time according to a predetermined schedule. In the context of transportation, such as flights or freight forwarding, OTP refers to the percentage of arrivals or departures that meet the scheduled time. OTP is an important indicator of the efficiency and reliability of a service, as on-time performance is often a key factor in customer satisfaction. The higher the OTP percentage, the better the performance of the service in meeting customer expectations (Simarmata et al., 2018).

The indicators or dimensions contained in the On Time Performance variable include: 1) Punctuality of arrivals: Percentage of arrivals according to schedule; 2) Punctuality of departures: Percentage of departures according to schedule; 3) Delay Frequency: Number of delays in a given period; and 4) Duration of Delays: Average delay time that occurs (Azizah et al., 2022).

The On Time Performance variable is relevant to previous research that has been studied by: (Nurpiyanti et al., 2019), (Widiyarini et al., 2023), (Bagus Santoso, 2021).

### **Marketing Mix**

The marketing mix is a strategic combination of different elements used by a company to promote its products or services to a target market. This concept is often referred to as the 4Ps: Product, Price, Place, and Promotion. Product refers to the goods or services offered, price refers to the monetary value charged to customers, place refers to the location or distribution channel where the product is available, and promotion refers to communication activities designed to increase awareness of and interest in the product. The marketing mix helps companies develop effective marketing strategies to meet customer needs and achieve business objectives (Satria et al., 2023).

The indicators or dimensions contained in the Marketing Mix variables include: 1) Product: Quality, features, design, and variety of products offered; 2) Price: Pricing strategy, discounts, and customer perceived value; 3) Distribution: Product availability in locations that are easily accessible to customers; and 4) Promotion: Marketing activities such as advertising, direct selling, and public relations (Supriyanto & Taali, 2022).

The Marketing Mix variable is relevant to previous research that has been studied by: (Setiawan & Hermina, 2023), (Fadhilah & Lesmana, 2021), (Panggabean et al., 2023).

### **Service Excellence**

Service Excellence refers to the ability of an organization or individual to provide services that exceed customer expectations. It is not only about meeting basic service standards, but also about creating a special customer experience through attention, speed, quality, and personalization. Service Excellence involves a commitment to continuously improve service quality, understand customer needs, and respond quickly to feedback. By implementing Service Excellence, companies can build strong customer relationships and differentiate themselves from the competition (Susiloningtyas et al., 2022).

The indicators or dimensions contained in the Service Excellence variable include: 1) Responsiveness: The ability to respond quickly and appropriately to customer needs; 2) Empathy: The ability to understand and feel the needs and feelings of customers; 3) Reliability: Consistently providing quality service and delivering as promised; and 4) Convenience: The ease and comfort felt by customers during the service process (Premana, 2022).

The Service Excellence variable is relevant to previous research that has been studied by: (Tarigan & Bara, 2022), (Kurniawan, 2020), (Mawaddah et al., 2024).

**Previous Research**

Based on the above findings and previous research, the research discussion is formulated as follows:

**Table 1. Results of Relevant Previous Research**

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(K. N. Fauziah et al., 2022)	- The Accuracy of Completeness of Data Variables affects Customer Satisfaction at PT Federal International Finance (FIF) Batam Branch  - The Accuracy of the Timeliness Variable affects Customer Satisfaction at PT Federal International Finance (FIF) Batam Branch	This article has similarities in researching the Timeliness variable in its independent variable and the Consumer Satisfaction variable in its dependent variable.	-Another difference is that there is a variable Completeness of Accuracy Data as another independent variable  -There is a research object conducted at PT Federal International Finance (FIF) Batam Branch
2	(Satria et al., 2023)	-The Marketing Mix variable affects Customer Satisfaction at Mujigae Resto Bekasi  -The Service Quality variable affects Customer Satisfaction at Mujigae Resto Bekasi	This article has similarities in researching the Marketing Mix variable in its independent variable and researching the Consumer Satisfaction variable in its dependent variable	Another difference is that the Service Quality variable is included as another independent variable.
3	(Listyowati et al., 2021)	-The Product Quality Variable affects Customer Satisfaction at the Kramat Branch of the Prodia Clinical Laboratory  -The Excellence Service Variable affects Customer Satisfaction at the Kramat Branch of the Prodia Clinical Laboratory	This article has similarities in researching the Excellence Service variable in its independent variable and researching the Consumer Satisfaction variable in its dependent variable.	The difference with previous research is that the Product Quality variable is included as another independent variable.



4	(Ariyanto & Amalia, 2020)	-The Timeliness Performance Variable affects the Satisfaction and Loyalty of JNE Delivery Service Customers in Banda Aceh City  -The Time Trust Variable affects the Satisfaction and Loyalty of JNE Delivery Service Customers in Banda Aceh City	This article has similarities in examining the variable of On-Time Performance in its independent variable and examining the variable of Consumer Loyalty in its dependent variable.	Another difference is that there is a Time Trust variable as another independent variable.
5	(Setiawan & Hermina, 2023)	- The Marketing Mix variable affects Consumer Loyalty  - The Customer Bonding variable affects Consumer Loyalty	This article has similarities in researching the Marketing Mix variable in its independent variable and researching the Consumer Loyalty variable in its dependent variable	Another difference is that the Customer Bonding variable is included as another independent variable.
6	(Maulyan et al., 2022)	- The Excellence Service Variable affects the Company's Image  - The Excellence Service Variable affects Customer Loyalty	This article has similarities in researching the Service Excellence variable in its independent variable and the Consumer Loyalty variable in its dependent variable.	Another difference is that the Company Image variable is included as another independent variable.

**Discussion**

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

**1. The Effect of On-Time Performance on Customer Satisfaction**

Based on a review of the literature and relevant previous research, it is stated that on-time performance affects customer satisfaction.

To increase customer satisfaction through on-time performance, what companies or organizations must do is: 1) Punctuality of Arrival: Companies must ensure that products or services arrive according to the schedule promised to customers. Punctuality of arrival demonstrates the company's commitment to fulfilling its promises to customers; 2) Punctuality of Departure: Companies need to ensure that departure processes, such as the delivery of goods or the launch of services, are carried out on time. This involves good coordination between various departments, such as production, warehousing, and distribution; 3) Frequency of Delays: Companies must reduce the number of delays by identifying the causes, such as technical problems, human error, or external factors such as weather. By minimizing the frequency of delays, companies can improve the reliability of their services; and 4) Duration of Delay: Companies must strive to shorten the duration by having emergency plans and a rapid response. A shorter duration of delay reduces the negative impact on the customer experience.

If a company or organization can implement On-Time Arrival, On-Time Departure, Frequency of Delays and Duration of Delays, it will impact customer satisfaction, which

includes: 1) Product/Service Quality: Customers will feel that the product or service they receive has added value because it is delivered or completed according to expectations; 2) Price: When the service is on time, customers feel that the price they pay is comparable to the value received; 3) Customer Service: Customers will feel valued when the company is able to deliver on time, which in turn increases overall customer service satisfaction; and 4) Expectation Match: When the company is consistent in meeting the schedule, customer expectations are met or even exceeded. This creates a positive experience that strengthens customer confidence in the company.

The results of this study are in line with previous research conducted by (K. N. Fauziah et al., 2022), which states that there is an influence between on-time performance and customer satisfaction.

## **2. The Effect of Marketing Mix on Customer Satisfaction**

Based on a review of relevant literature and previous research, it is stated that the Marketing Mix affects Customer Satisfaction.

To increase customer satisfaction through the marketing mix, companies or organizations must do the following: 1) Products: Companies must offer products or services that are of high quality, innovative, and in line with customer needs and preferences. This includes attractive product design, useful features, and consistent quality; 2) Price: Companies need to set competitive prices in line with the perceived value to customers. Pricing strategies must consider the purchasing power of the target market, competition, and production costs; 3) Distribution: Companies must ensure that products or services are available in locations and at times that are easily accessible to customers. This involves managing efficient distribution channels, such as physical stores, e-commerce platforms, or fast delivery services; and 4) Promotion: Companies need to carry out effective promotional activities to increase customer awareness and interest in products or services. This includes advertising, discounts, loyalty programs, and creative marketing communications.

If a company or organization can implement Product, Price, Distribution and Promotion, it will have an impact on customer satisfaction which includes: 1) Product / Service Quality: Quality products that meet customer needs will increase satisfaction because customers feel they are getting the expected value; 2) Price: Customers will feel that they are getting value for money, thus increasing satisfaction; 3) Customer Service: When customers feel well served, from ease of access to clear information, their satisfaction with customer service will increase; and 4) Matching Expectations: With a combination of quality products, fair prices, accessible distribution, and attractive promotions, companies can meet or even exceed customer expectations.

The results of this study are in line with previous research conducted by (Satria et al., 2023), which states that there is an influence between the marketing mix and customer satisfaction.

## **3. The Effect of Service Excellence on Customer Satisfaction**

Based on a review of the literature and relevant previous research, it is stated that service excellence affects customer satisfaction.

To increase customer satisfaction through service excellence, what companies or organizations must do is: 1) Responsiveness: This involves training the customer service team to provide effective solutions and ensure that every interaction with customers is carried out efficiently. Good responsiveness shows that the company values customers' time and needs; 2) Empathy: Companies need to understand and feel the feelings and needs of customers. This means listening carefully, showing concern, and providing solutions that suit the customer's situation; 3) Reliability: The company must be consistent in providing quality services and

delivering on its promises. This includes timeliness, accuracy, and consistency in every interaction with customers; and 4) Convenience: The company needs to ensure that every service process is designed to provide a convenient and easy experience for customers.

If a company or organization can apply Responsiveness, Empathy, Reliability, and Convenience, it will have an impact on customer satisfaction, which includes: 1) Product/Service Quality: Customers will feel that the product or service they receive meets expected standards, thus improving the perception of quality; 2) Price: Satisfactory service can improve customers' perception of price, making them feel they are getting added value; 3) Customer Service: Customers will feel valued and cared for, which in turn increases their overall satisfaction with customer service; and 4) Expectation Match: This expectation match creates a positive and satisfying customer experience, which is the key to building customer loyalty.

The results of this study are in line with previous research conducted by (Listyowati et al., 2021), which states that there is an influence between service excellence and customer satisfaction.

#### **4. The Effect of On-Time Performance on Consumer Loyalty**

Based on a review of the literature and relevant previous research, it is stated that On Time Performance affects Consumer Loyalty.

To increase consumer loyalty through on-time performance, what companies or organizations must do is: 1) Punctuality of Arrival: Ensuring that products or services arrive on time in accordance with the promise made to consumers; 2) Punctuality of Departure: Ensuring that the process of delivery or service provision starts according to the predetermined schedule; 3) Frequency of Delays: Minimizing the number of delays in delivery or service provision; and 4) Duration of Delays: Reducing waiting time or delays in case of problems, so that the impact is not significant for consumers.

If a company or organization can implement On-Time Arrival, On-Time Departure, Frequency of Delays, and Duration of Delays, it will impact Customer Loyalty, which includes: 1) Repurchase: Customers tend to return to using a product or service because they are satisfied with the consistent on-time delivery; 2) Recommendation: Consumers will recommend the company or service to others because of their positive experience; 3) Competitive Resistance: Consumers become more loyal and are not easily tempted by offers from competitors because they believe in the reliability of the company; and 4) Emotional Attachment: Consumers feel more emotionally connected to the brand or company because of repeated positive experiences, increasing their trust and satisfaction.

The results of this study are in line with previous research conducted by (Ariyanto & Amalia, 2020), which states that there is an influence between On Time Performance and Consumer Loyalty.

#### **5. The Effect of Marketing Mix on Consumer Loyalty**

Based on a review of the literature and relevant previous research, it is stated that the Marketing Mix has an effect on Consumer Loyalty.

To increase consumer loyalty through the Marketing Mix, what companies or organizations must do is: 1) Products: Provide quality products or services, meet consumer needs, and have added value such as innovation, uniqueness, or special features; 2) Price: Setting competitive prices by the value provided, so that consumers feel they are getting value for money and satisfaction with their purchase; 3) Distribution: Ensuring that products or services are easily and quickly available in locations that consumers can reach, both physically and online; and 4) Promotion: Carrying out effective marketing activities, such as advertising, discounts, or campaigns, to increase consumer awareness and interest in products or services.



If a company or organization can implement Product, Price, Distribution, and Promotion, it will have an impact on Consumer Loyalty which includes: 1) Repurchase: Consumers tend to make repeat purchases because they are satisfied with the quality of the product, the reasonable price, and the ease of obtaining it; 2) Recommendation: Consumers will recommend products or services to others because they feel confident and proud of the positive experiences they have had; 3) Competitive Resistance: Consumers become more loyal and are not easily tempted to switch to competitors because they feel that the products or services offered meet their expectations; and 4) Emotional Attachment: Consumers feel emotionally connected to a brand or company because of consistent positive experiences, creating a strong, long-term bond.

The results of this study are in line with previous research conducted by (Setiawan & Hermina, 2023), which states that there is an influence between the Marketing Mix and Consumer Loyalty.

## **6. The Effect of Service Excellence on Consumer Loyalty**

Based on a review of the literature and relevant previous research, it is stated that Service Excellence has an effect on Consumer Loyalty.

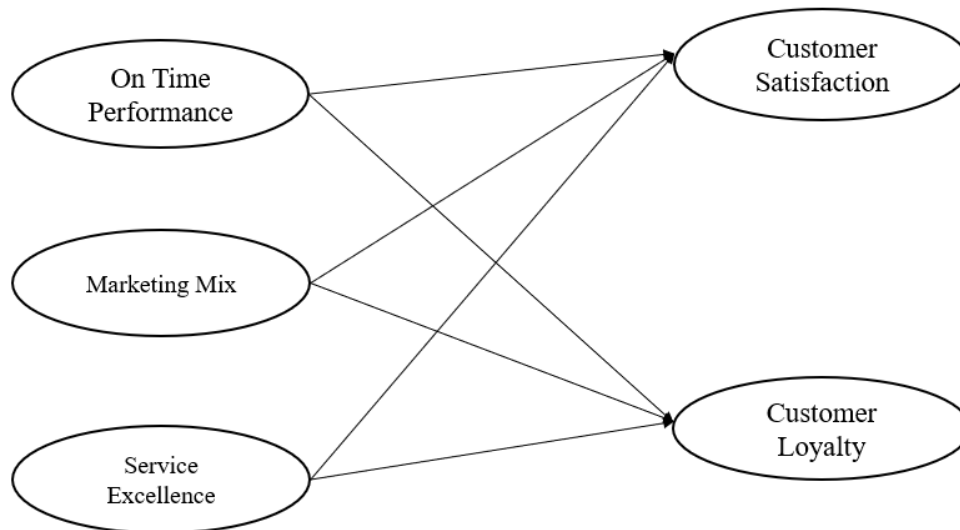
To increase consumer loyalty through Service Excellence, what companies or organizations must do is: 1) Responsiveness: Respond quickly and appropriately to consumer needs, questions, or complaints, so that they feel valued and prioritized; 2) Empathy: Understanding the feelings and situations of consumers by showing concern and providing solutions that suit their needs; 3) Reliability: Providing consistent and reliable services, so that consumers believe that they will get the same experience every time they interact with the company; and 4) Comfort: Creating a comfortable and easy experience for consumers, both in the transaction process, product use, or interaction with customer service.

If a company or organization can apply Responsiveness, Empathy, Reliability, and Comfort, it will impact Consumer Loyalty which includes: 1) Repurchase: Consumers tend to return to products or services because they are satisfied with the responsive, empathetic, and comfortable service; 2) Recommendation: Consumers will recommend the company or service to others because of their positive experience, especially in terms of exceptional service; 3) Competitive Resistance: Consumers become more loyal and are not easily tempted by competitors' offers because they feel that the company has provided unbeatable service; and 4) Emotional Attachment: Consumers feel emotionally connected to a brand or company because the service provided makes them feel valued and understood, creating a strong bond.

The results of this study are in line with previous research conducted by (Anggraini & Budiarti, 2020), (Bunga Pertiwi et al., 2022), (Maulyan et al., 2022), which state that there is an influence between Service Excellence and Consumer Loyalty.

## **Conceptual Framework**

The conceptual framework is determined based on the problem formulation, research objectives, and previous research relevant to the discussion of this literature research:



**Figure 2. Conceptual Framework**

Based on Figure 2 above, On-Time Performance, Marketing Mix, and Service Excellence affect Customer Satisfaction and Loyalty. However, apart from the On-Time Performance, Marketing Mix, and Service Excellence variables that influence Customer Satisfaction and Loyalty, other variables influence, including:

- 1) Product Quality: (Junikon & Ali, 2022), (Y. Fauziah et al., 2023), (Mahaputra & Saputra, 2021).
- 2) Price: (Khaira et al., 2022), (Susanto, Mahaputra, et al., 2024), (Dwi Firmansyah et al., 2023).
- 3) Promotion: (Richardo et al., 2020), (Hasyim & Ali, 2022), (Wijaksono & Ali, 2019), (Marbun et al., 2022).

## CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusion of this study is:

1. On-Time Performance affects Customer Satisfaction;
2. Marketing Mix affects Customer Satisfaction;
3. Service Excellence affects Customer Satisfaction;
4. On-Time Performance affects Customer Loyalty;
5. Marketing Mix affects Customer Loyalty;
6. Service Excellence affects Customer Loyalty.

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