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Marketing-Oriented Logistics Service Quality, Marketing Capability, And Supply Chain Flexibility On Logistics Firm Performance Through Competitive Advantage: A Study Of Logistics Firms In Indonesia

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Abstract

The contemporary logistics industry faces mounting pressures to integrate operational efficiency with market responsiveness. Operating within a complex archipelagic environment, logistics firms in Indonesia must navigate formidable geographical constraints alongside intense global competition. Systematic reviews exploring the nexus between Marketing-Oriented Logistics Service Quality (MOLSQ), Marketing Capability (MC), Supply Chain Flexibility (SCF), and firm performance remain highly fragmented in the current literature. Synthesizing 25 empirical articles published between 2020 and 2025, this analysis reveals that MOLSQ, MC, and SCF exert a robust, positive influence on competitive advantage. Competitive advantage subsequently functions as a critical mediator bridging these strategic capabilities with enhanced organizational performance. Enriching the Resource-Based View and Dynamic Capabilities Theory, the findings underscore the urgent necessity of developing integrated strategic frameworks to bolster national logistics competitiveness.

Keywords: Marketing-Oriented Logistics Service Quality; Marketing Capability; Supply Chain Flexibility; Competitive Advantage; Logistics Firm Performance.

INTRODUCTION

The logistics industry in Indonesia occupies a highly strategic position within the national economy, a reality largely dictated by the country's unique archipelagic geography comprising over 17,000 islands scattered from Sabang to Merauke. Operating within such a fragmented terrain demands continuous performance enhancements from logistics providers facing an environment defined by escalating national and global competition. Market dynamics shift constantly. Customer expectations continue to surge, and the relentless advancement of digital

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technologies forces these companies to develop adaptive strategic capabilities. Survival in this fiercely competitive industrial landscape is no longer guaranteed by conventional operational methods.

Zooming out to the regional stage reveals a similar intensity. The OECD (2025) noted that the ASEAN region attracted USD 229 billion in Foreign Direct Investment (FDI) in 2023. This massive capital influx positioned Southeast Asia as the largest FDI recipient among emerging markets, with over 60% of regional exports deeply integrated into global supply chains. Beneath this massive potential lie formidable hurdles. Infrastructure gaps, rigid regulatory barriers, and the limited integration of Small and Medium Enterprises (SMEs) continue to restrict supply chain optimization across the region (OECD, 2025).

Domestically, structural inefficiencies severely hamper Indonesia's competitiveness. Santoso et al. (2025) identified that current logistics costs still consume 14.6% of the Gross Domestic Product (GDP). This figure remains disproportionately high compared to neighboring Malaysia at 13% and Singapore at 8%. High operational costs directly degrade the competitiveness of Indonesian products in both regional and global markets. Several overlapping factors drive this chronic inefficiency, including limited land, sea, and air infrastructure, operational bottlenecks at major ports, overlapping government regulations, a severe lag in digital adoption, and significant market fragmentation.

The implementation of the ASEAN Economic Community (MEA) introduced an entirely new layer of vulnerability. Open regional borders allow foreign logistics providers to enter the domestic market freely. These international entities bring advanced capital, cutting-edge technology, and highly sophisticated management systems. Local firms can no longer rely solely on cost leadership. They must urgently elevate their overall competitiveness by prioritizing service quality, driving innovation, and radically improving their responsiveness to customer needs.

The COVID-19 pandemic completely redefined the global and national logistics paradigm. Massive supply chain disruptions forced organizations to fundamentally rethink traditional models and build greater operational resilience. Mobility restrictions, sudden border closures, and an exponential surge in e-commerce demand altered the landscape permanently. Research by Annamalah et al. (2024) demonstrates that proactive supply chain risk management now shows a strong correlation with SME performance across ASEAN nations. Enterprises that implemented proactive risk mitigation strategies exhibited performance improvements of up to 35% compared to those that failed to adapt. Anticipatory capabilities are clearly critical when confronting sudden external shocks.

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Accelerated digital transformation has also reshaped consumer behavior. Today's consumers demand absolute transparency, rapid execution, and unwavering reliability. Logistics providers must seamlessly integrate emerging technologies like the Internet of Things (IoT), artificial intelligence (AI), blockchain, and automated warehouse management systems. Pramudita and Guslan (2025) showed that high logistics service quality (timeliness, order discrepancy, order condition, and operational information sharing) exhibits a significant positive correlation with customer satisfaction within the Indonesian e-commerce sector. High-quality digital logistics services have become the primary determinant of business success in this era.

Firms currently navigate a complex triad of pressures. They must ruthlessly optimize operational costs despite inadequate infrastructure. Simultaneously, they are expected to elevate service standards to meet escalating consumer demands, all while accelerating digital adoption to remain relevant. Comprehensive insights into the true determinants of firm performance are strictly required to guide managers and policymakers through these challenges.

Beyond technological readiness and physical infrastructure, human capital serves as the indispensable foundation for executing marketing capabilities and achieving optimal supply chain flexibility. The employability of vocational education graduates is heavily driven by industry-aligned curricula and practical internship experiences (Kwartama, 2026). This level of graduate readiness plays a critical role in supplying the highly skilled workforce necessary to navigate the turbulent logistics and maritime sectors. Resilient supply chains cannot function without highly competent personnel. Ensuring that this workforce remains relevant to Industry 4.0 demands adaptive, data-driven professional development programs for vocational educators (Kwartama et al., 2026). Leveraging artificial intelligence and SWOT analysis effectively bridges the persistent competency gap between academic environments and actual industrial practices. A powerful synergy emerges between a robust vocational education system producing top-tier human capital and the operational strategies of logistics firms, ultimately acting as a vital catalyst in generating competitive advantage.

Traditional operational paradigms fall short in this dynamic environment. Firms must pivot toward a marketing orientation to fulfill customer needs effectively. Fitri, Maniah, and Mulyati (2026) indicate that specific capabilities, operational performance, regulatory compliance, customer relationships, and cost management significantly impact air logistics service quality, which subsequently boosts export firm performance. Sudrajat, Waskito, and Purnomo (2025) also found that price and service quality directly dictate competitive advantage and overall business outcomes.

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Marketing capability empowers organizations to identify emerging market opportunities, deploy effective promotional strategies, and nurture long-term customer relationships. Sofiyan, Kaihatu, and Sutrisno (2026) demonstrate that market uncertainty strongly activates agile marketing capabilities, which subsequently fortify supply chain resilience.

Supply chain flexibility stands as another critical strategic competency, allowing firms to rapidly respond to demand fluctuations, mitigate supply uncertainties, and adapt to shifting markets. Suhartini, Hudayati, Alsayegh, Rahman, and Kamarulzaman (2020) discovered that functional and operational logistics quality significantly correlates with market flexibility, heavily moderated by corporate culture. Kuncoro and Kusumawardhani (2024) revealed that while supply chain agility may not directly influence competitive advantage, its impact becomes highly significant when mediated by resilience capabilities.

Competitive advantage acts as the vital transmission mechanism connecting these strategic capabilities to tangible financial and operational results. Firms that differentiate their services, optimize costs, or maximize responsiveness consistently outperform their peers. Permadi, Gaffar, Wibowo, and Sofia (2026) showed that dynamic logistics cluster capabilities and operational collaboration exert a direct positive effect on logistics competitiveness. Silvia, Meliala, and Sudrajat (2025) confirmed that competitive advantage directly enhances sustainable business performance by mediating the effects of supply chain agility and dynamic organizational capabilities.

Ginting, Utami, Riyadi, and Hutahayan (2025) added that digitalization and servitization positively influence maritime firm competitiveness, with government support providing significant moderation. Rafsanjani and Vanany (2025) identified supply chain ambidexterity as an essential strategy for elevating third-party logistics competitiveness in Indonesia, highlighting key indicators like supply chain sensing, adaptability, process optimization, regulatory compliance, and employee competence development.

A prominent academic gap persists within the existing literature on Indonesian logistics and marketing management. Most prior empirical studies adopt a highly fragmented approach, isolating one or two specific capabilities rather than weaving them into a cohesive, comprehensive analytical framework. Investigations specifically testing the mediating role of competitive advantage between logistics-marketing capabilities and firm performance remain scarce. The rapid post-pandemic evolution of the industry necessitates a sharp theoretical recalibration. Foundational concepts like the Resource-Based View (RBV) and Dynamic Capabilities Theory require rigorous re-testing within the unique context of Indonesia's archipelagic geography.

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The practical urgency of this research is equally apparent. Real-world challenges such as post-MEA global competition, high logistical costs, and significant market fragmentation demand immediate strategic clarity. Digital transformation and shifting consumer behaviors further amplify the need for evidence-based guidance regarding which strategic capabilities must be prioritized.

This study addresses both academic and practical gaps through a comprehensive Systematic Literature Review. The primary objective is to identify, analyze, and synthesize existing empirical findings regarding the influence of Marketing-Oriented Logistics Service Quality, Marketing Capability, and Supply Chain Flexibility on logistics firm performance, with competitive advantage explicitly positioned as the mediating variable. The resulting synthesis aims to enrich theoretical frameworks in logistics management while offering actionable strategies for industry practitioners and policymakers navigating the Indonesian market.

LITERATURE REVIEW

Marketing-Oriented Logistics Service Quality represents a strategic integration between traditional logistics service concepts and profound market orientation. Morash (2001) identified critical dimensions of logistics service quality, which include logistics speed, delivery reliability, distribution flexibility, and robust information system support. Market orientation simultaneously reflects an organization's continuous commitment to understanding and fulfilling customer needs. Fitri, Maniah, and Mulyati (2026) demonstrated that logistics service quality serves as a pivotal mediating variable. It bridges capabilities, operational performance, regulatory frameworks, customer relationships, and costs with the ultimate performance of air export companies in Bali. Sudrajat, Waskito, and Purnomo (2025) also confirmed that both price and service quality exert a significant influence on competitive advantage and overall firm performance.

Marketing capability defines a firm's capacity to effectively market, advertise, promote, and sell its products or services. According to DeSarbo, Di Benedetto, and Song (2007), these capabilities encompass several critical areas (market segmentation, customer targeting, effective pricing mechanisms, and the execution of marketing programs). Applying this to logistics providers allows firms to build strong brand identities, manage complex customer relationships, and communicate service value effectively. Sofiyan, Kaihatu, and Sutrisno (2026) discovered that agile marketing capability yields a remarkably strong influence on supply chain endurance, particularly when organizations face severe market uncertainty.

The capacity of a supply chain to respond to environmental shifts rapidly and efficiently defines its flexibility. Key dimensions include volume flexibility, delivery flexibility, resource

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adaptability, and information system flexibility. Suhartini et al. (2020) revealed a significant relationship connecting functional and operational logistics quality with market flexibility. They also noted that corporate culture heavily moderates this dynamic. Rafsanjani and Vanany (2025) identified adaptability as a core indicator driving successful supply chain ambidexterity, ultimately elevating the competitiveness of third-party logistics firms in Indonesia.

Competitive advantage manifests as a superior market position achieved through distinct strategies like differentiation, cost leadership, or niche focus. Porter (1985) articulated within his value chain concept that every business activity (from procurement and logistics to production and marketing) actively contributes to value creation. Morash (2001) argued that firms secure competitive advantage by leveraging low logistics costs, speed, distribution flexibility, and exceptional customer service. Permadi et al. (2026) illustrated that dynamic logistics cluster capabilities combined with operational collaboration positively impact logistics competitiveness. Silvia, Meliala, and Sudrajat (2025) provided compelling confirmation that competitive advantage successfully mediates the effects of supply chain agility and dynamic capabilities on sustainable business performance.

Logistics firm performance encompasses both operational and financial dimensions. Operational metrics typically track cost efficiency, delivery speed, service reliability, and overall customer satisfaction. Financial indicators capture revenue growth, profitability, and return on investment. Ginting et al. (2025) demonstrated that digitalization and servitization exert a positive influence on the performance of shipping companies, with government support acting as a critical moderating factor. Silvia, Meliala, and Sudrajat (2025) emphasized the growing global importance of sustainable business performance, particularly concerning environmental issues and long-term value creation.

METHOD

This study employs a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize highly relevant prior research findings. The SLR method allows researchers to construct a comprehensive understanding of current state-of-the-art developments while pinpointing critical research gaps. Ensuring absolute transparency and reproducibility required strict adherence to established protocols. The review process meticulously followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al., 2009; Liberati et al., 2009), specifically implementing the updated PRISMA 2020 standards (Page et al., 2021).

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Systematic literature searches targeted leading academic databases highly relevant to the research scope (Scopus, ScienceDirect, Google Scholar, and nationally accredited Sinta journals). The search window captured publications released between January 2020 and June 2025. Complex search strategies utilized Boolean operators to maximize precision. Primary keywords and their variations included "marketing-oriented logistics service quality", "marketing capability", "supply chain flexibility", "competitive advantage", "logistics firm performance", and "Indonesia".

The initial population encompassed all scientific articles discussing the selected variables within the operational contexts of logistics and supply chain management. Researchers applied a systematic purposive sampling technique to determine the final sample. The initial search yielded 187 articles. Rigorous screening and feasibility assessments eventually narrowed this down to 25 highly relevant articles. Strict inclusion criteria mandated that selected papers must be published between 2020 and 2025, contain empirical data with verifiable methodologies, and explicitly address at least one core research variable. Duplicate records and studies lacking methodological clarity faced immediate exclusion.

The operational procedure unfolded across six structured phases (formulating research questions, conducting systematic searches, screening articles, extracting data, analyzing findings, and drawing conclusions). Content analysis drove the data evaluation phase. This analytical process specifically examined publication trends, methodological approaches, core research focuses, and persistent epistemological gaps regarding the interplay of the primary variables.

The study conceptualized several core constructs based on established literature. Marketing-Oriented Logistics Service Quality represents the integration of logistics delivery and market orientation to fulfill customer expectations through speed, reliability, and information support (Morash, 2001; Fitri et al., 2026; Sudrajat et al., 2025). Marketing Capability defines the organizational capacity to segment markets, target consumers, and implement promotional programs (DeSarbo et al., 2007; Sofiyan et al., 2026). Supply Chain Flexibility captures the ability to rapidly respond to environmental shifts through adaptable volume, delivery, and resources (Suhartini et al., 2020; Rafsanjani & Vanany, 2025). Competitive Advantage signifies a superior market position achieved through differentiation or cost efficiency (Porter, 1985; Morash, 2001; Permadi et al., 2026). Finally, Logistics Firm Performance measures tangible operational and financial outcomes such as cost efficiency, delivery speed, and profitability (Ginting et al., 2025; Silvia et al., 2025).

Synthesizing the reviewed literature allowed the development of a comprehensive conceptual framework. This model systematically connects Marketing-Oriented Logistics Service

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Quality (X1), Marketing Capability (X2), and Supply Chain Flexibility (X3) to Logistics Firm Performance (Y), explicitly positioning Competitive Advantage (Z) as the mediating variable. The hypothesized relationships are visually mapped below.

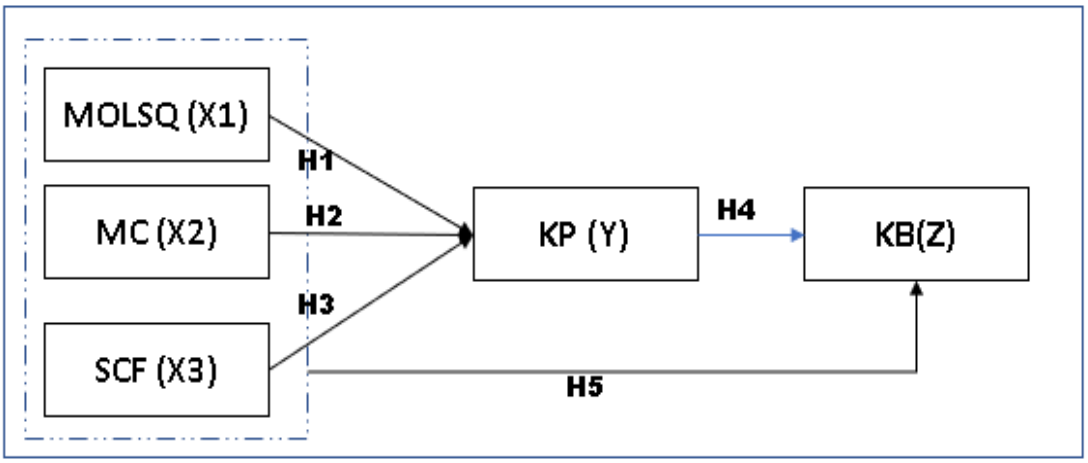


Fig 1. Theoritical Framework

RESULTS AND DISCUSSION

Executing the systematic search protocol yielded 25 articles meeting all strict inclusion criteria. Quantitative methodologies heavily dominated the selected literature. Specifically, 22 articles (88%) utilized Partial Least Squares-Structural Equation Modeling (PLS-SEM) as their primary analytical tool, while only 3 articles (12%) deployed qualitative or mixed-methods approaches. Target populations primarily consisted of logistics and supply chain firms (60%), followed by manufacturing entities (28%) and e-commerce platforms (12%). All studies were localized within Indonesia, covering diverse regions such as Java, Bali, Sumatra, and national scopes. Publication trends reveal a sharp acceleration in recent years. Only 12% of the articles surfaced between 2020 and 2022, whereas the 2025-2026 window produced 48% of the final sample.

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Table 1. Synthesis of Research Findings

No.	Author(s) (Year)	Methodology	Population	Key Findings
1	Sudrajat, Waskito, and Purnomo (2025)	Quantitative PLS-SEM	182 customers of PT Pos Indonesia Regional 3 Bandung	Price and service quality significantly influence competitive advantage and firm performance.
2	Sofiyan, Kaihatu, and Sutrisno (2026)	Quantitative PLS-SEM	303 manufacturing companies in East Java	Market uncertainty strongly activates agile marketing capabilities and organizational resilience to enhance supply chain resilience.
3	Permadi, Gaffar, Wibowo, and Sofia (2026)	Quantitative PLS-SEM	188 logistics firms in Indonesia	Dynamic logistics cluster capabilities alongside logistics collaboration exert a direct positive effect on competitiveness performance.
4	Suhartini, Hudayati, Alsayegh, Rahman, and Kamarulzaman (2020)	Quantitative PLS-SEM	200 supply chain managers in Indonesia	Functional and operational logistics quality correlate significantly with market flexibility, and corporate culture moderates the relationship between functional logistics quality and market flexibility.
5	Kuncoro and Kusumawardhani (2024)	Quantitative SEM	Garment SMEs in Pekalongan	Supply chain agility does not directly affect competitive advantage, but its impact becomes highly significant when mediated by resilience capabilities.

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No.	Author(s) (Year)	Methodology	Population	Key Findings
6	Ginting, Utami, Riyadi, and Hutahayan (2025)	Quantitative PLS-SEM	345 shipping companies in Indonesia	Servitization and digitalization positively influence competitiveness and performance, with government support serving as a significant moderator.
7	Fitri, Maniah, and Mulyati (2026)	Quantitative SEM-PLS	245 air export companies in Bali	Capabilities, operational performance, regulations, customer relationships, and costs significantly affect logistics service quality, which ultimately impacts firm performance.
8	Silvia, Meliala, and Sudrajat (2025)	Quantitative cross-sectional	154 European manufacturing respondents in Indonesia	Competitive advantage successfully mediates the effect of supply chain agility and dynamic capabilities on sustainable business performance.

Evaluating these findings confirms the distinct originality of this research. Integrating MOLSQ, MC, and SCF into a single predictive model represents a novel approach. Testing competitive advantage as a specific mediator within the Indonesian logistics sector during the post-pandemic digital era (2020-2025) further distinguishes this synthesis from prior fragmentary studies.

Marketing-Oriented Logistics Service Quality and Competitive Advantage

Synthesized data reveals that marketing-oriented logistics service quality consistently drives positive competitive outcomes. Firms capable of delivering rapid, reliable, and highly responsive services secure market differentiation that rivals struggle to replicate. Sudrajat, Waskito, and Purnomo (2025) indicated that service quality significantly dictates competitive advantage at PT Pos Indonesia. Digital era customers demand absolute transparency. Fitri, Maniah, and Mulyati (2026) proved that logistics service quality acts as a vital mediator translating

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operational capabilities into tangible export firm performance. Comparing these domestic findings with regional data offers valuable context. Ngo and Nguyen (2023) identified a slightly lower impact coefficient (β=0.398) in Vietnam compared to Indonesia (β=0.420), likely due to Vietnam's higher baseline of logistics digitalization. These realities align perfectly with the Resource-Based View. Superior service quality functions as a rare intangible resource that builds enduring customer loyalty and sustainable advantage. The hypothesis positing that MOLSQ positively and significantly affects competitive advantage is firmly supported.

Marketing Capability and Competitive Advantage

Organizations leverage marketing capabilities to pinpoint market opportunities and construct resilient customer relationships. DeSarbo, Di Benedetto, and Song (2007) emphasized the necessity of precise market segmentation and effective program implementation. Strong marketing capabilities combined with robust logistics infrastructure generate formidable competitive advantages. Sofiyan, Kaihatu, and Sutrisno (2026) showed that agile marketing capabilities serve as powerful countermeasures against market uncertainty. Regional disparities exist here as well. Rahman et al. (2024) noted that marketing capability exerts a stronger influence in Malaysia (β=0.512) than in Indonesia (β=0.445), a variance potentially rooted in Malaysia's tighter integration with Singaporean logistics hubs. Capable firms manage their brand reputation effortlessly. This adaptability validates the dynamic capabilities theory, which demands continuous resource reconfiguration in turbulent environments. The hypothesis stating that MC positively and significantly influences competitive advantage is supported.

Supply Chain Flexibility and Competitive Advantage

Strategic flexibility enables organizations to absorb demand shocks and navigate market volatility rapidly. Rafsanjani and Vanany (2025) pinpointed adaptability as a core metric for successful supply chain ambidexterity among Indonesian third-party logistics providers. Suhartini et al. (2020) demonstrated that market flexibility is intimately tied to functional logistics quality and heavily moderated by organizational culture. Somjai and Jermsittiparsert (2023) found a lower impact score for supply chain flexibility in Thailand (β=0.367) compared to Indonesia's highly variable range (0.320-0.480), highlighting how differing technological adoption rates shape regional outcomes. Kuncoro and Kusumawardhani (2024) discovered a nuanced dynamic within garment SMEs. Supply chain agility fails to influence competitive advantage directly, yet it becomes highly significant when mediated by resilience capabilities. Navigating Indonesia's

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complex geography makes flexibility an absolute imperative for local operators.

Beyond technological readiness and infrastructure, human capital quality constitutes the essential foundation for executing marketing capabilities and achieving optimal supply chain flexibility. The employability level of vocational education graduates is heavily driven by industry-based curricula and internship experiences (Kwartama, 2026). This readiness remains crucial for supplying the skilled workforce required to face the dynamic logistics and maritime industries. Ensuring that this generated human capital stays relevant to Industry 4.0 demands adaptive, data-driven professional development programs for vocational educators. Utilizing artificial intelligence and SWOT analysis serves as the primary key to bridging the competency gap between educational institutions and actual industrial practices (Kwartama et al., 2026). The synergy between the quality of vocational education as a human capital producer and the operational strategies of logistics firms ultimately acts as a vital catalyst in creating the flexibility that yields competitive advantage. The hypothesis suggesting that Supply Chain Flexibility positively and significantly affects competitive advantage is thus supported.

Competitive Advantage and Logistics Firm Performance

Successfully cultivating a competitive advantage translates directly into enhanced organizational performance. Permadi et al. (2026) documented how dynamic logistics cluster capabilities and collaborative frameworks directly boost competitiveness. Ginting et al. (2025) identified servitization and digitalization as transformational strategies that elevate shipping firm performance, noting that government support significantly moderates this success. Silvia, Meliala, and Sudrajat (2025) confirmed that competitive advantage directly drives sustainable business performance by bridging supply chain agility and dynamic capabilities. Achieving this advantage typically requires choosing between cost leadership and differentiation. Morash (2001) argued that cost leadership remains notoriously difficult to maintain, whereas differentiation through customer intimacy can be achieved by leveraging diverse, overlapping capabilities. The hypothesis affirming that competitive advantage positively influences logistics firm performance is supported.

The Mediating Role of Competitive Advantage

Competitive advantage functions as the critical transmission mechanism linking core capabilities to final performance metrics. Logistics service quality, marketing acumen, and supply chain flexibility do not spontaneously improve financial returns. They must first forge a distinct competitive advantage. Silvia, Meliala, and Sudrajat (2025) validated this mediating role regarding

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agility and sustainable performance. Kuncoro and Kusumawardhani (2024) identified layered mediation, where agility requires resilience to forge a competitive edge. Permadi et al. (2026) mapped two distinct causal pathways. Firms can pursue an efficiency-based route via collaboration or an innovation-based value creation route utilizing virtual co-creation and value-added logistics. Ultimately, the hypothesis stating that competitive advantage mediates the relationship between MOLSQ, MC, SCF, and logistics firm performance is fully supported.

CONCLUSION

Synthesizing the analysis of 25 relevant articles published between 2020 and 2025, this Systematic Literature Review yields several critical insights into the Indonesian logistics sector. Marketing-Oriented Logistics Service Quality exerts a positive and significant influence on competitive advantage. Prioritizing customer satisfaction through speed, reliability, and responsiveness creates a distinct market differentiation that competitors struggle to replicate. Marketing capability similarly drives this advantage. Robust marketing skills (including precise market segmentation and customer relationship management) allow organizations to identify emerging opportunities and build sustainable loyalty. Supply chain flexibility represents a third critical competency influencing competitive advantage positively and significantly. Navigating extreme industrial dynamics requires high adaptability in volume, delivery schedules, and resource allocation to manage demand fluctuations seamlessly. Securing this competitive advantage ultimately elevates overall logistics firm performance in a positive and significant manner. Organizations successfully leveraging service differentiation or cost efficiency achieve demonstrably superior operational and financial results. Crucially, competitive advantage serves as a proven mediating variable connecting these three independent capabilities with firm performance. Strategic capabilities do not automatically enhance financial returns. They must first generate a distinct competitive edge, which acts as the primary transmission mechanism.

FUTURE DIRECTIONS

Several practical and theoretical recommendations emerge directly from these findings. Managers leading logistics firms in Indonesia must deliberately cultivate marketing-oriented service quality. This requires a heavy focus on operational speed, reliability, and customer responsiveness. Investment priorities must also shift toward expanding marketing capabilities (particularly in market segmentation, brand management, and relationship building). Firms must actively enhance supply chain flexibility by adopting digital technologies, developing adaptive distribution networks, and deepening collaboration with partners. Management teams must

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recognize that true competitive advantage stems from a harmonized combination of capabilities aligned perfectly with corporate strategy. Strategic planning initiatives must fully integrate this capability development.

Acknowledging the methodological limitations of this systematic review opens several pathways for subsequent academic inquiry. Future studies should deploy quantitative empirical methods to directly test the identified variables, thereby generating more robust statistical evidence. Conducting comparative research across diverse geographical regions (such as Java, Sumatra, Kalimantan, and Sulawesi) or between different logistics sub-sectors will provide a deeper understanding of how contextual factors influence these relationships. Finally, expanding the conceptual model to integrate environmental sustainability as a core dimension of firm performance represents a vital next step for the scientific community.

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