



# Journal of Hunan University (Natural Sciences)

Vol. 52 No. 1

January 2025

Available online at

<https://jonuns.com>



Open Access Article

 <https://doi.org/10.55463/issn.1674-2974.52.1.13>

## Antecedents of Reputation Leading to Customer Loyalty in Third-Party Logistics

Adnan Taha \*, Paul Lewis Reynolds

Swansea Business Campus, University of Wales Trinity Saint David, Wales, United Kingdom

\* Corresponding author: [deek\\_adnan@hotmail.com](mailto:deek_adnan@hotmail.com)

### Article History:

*Received: November 13, 2024*

*Revised: December 22, 2024*

*Accepted: January 19, 2025*

*Published: February 28, 2025*

**Abstract:** The need to gain a competitive advantage means that many companies have outsourced noncore activities and directed their energy toward core activities that bring value to the company. Therefore, the reputation of a third-party logistics (3PL) provider is crucial for 3PL customers. This study focused on 3PL in the UK context and investigated the antecedents of reputation leading to customer loyalty. The recognized antecedents of a firm's reputation are service quality, competence, and relationship duration. The consequences of reputation are referent power, trust, perceived power, customer satisfaction, and customer loyalty. An analysis of questionnaire responses from 3PL customers (N=331) revealed that service quality, competence, and relationship duration had significant positive relationships with reputation. Service quality and competence also had significant positive relationships with service duration, and we observed a positive correlation between competence and service quality. Reputation also had significant positive relationships with the consequences of reputation (i.e., trust, referent power, customer satisfaction and customer loyalty). In contrast, reputation and perceived power were negatively correlated. Trust, customer satisfaction, and referent power were significantly positively related to customer loyalty, whereas perceived risk and customer loyalty were negatively correlated. This work is regarded by the authors as a somewhat novel research paper because the subject of the research suffers from a genuine paucity of serious coverage in the literature. The purpose of the work is to establish the importance of the client's perception of engaging with 3PL arrangements and how companies using outsourcing to 3PL firms can reduce the risks and maximize the benefits of such arrangements to their organizations and to their customers who receive the 3PL service.

**Keywords:** reputation, service quality, relationship duration, competence, referent power, trust, perceived power, third-party logistics, customer satisfaction, customer loyalty.



Copyright: © 2025 by the Authors; Journal of Hunan University Natural Sciences.

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<https://creativecommons.org/licenses/by-nc-sa/4.0/>)

## 第三方物流中声誉影响客户忠诚度的因素

**摘要:** 为了获得竞争优势,许多公司将非核心活动外包,将精力投入到能为公司带来价值的核心活动上。因此,第三方物流(3PL)供应商的声誉对3PL客户至关重要。本研究重点关注英国背景下的3PL,并调查了声誉导致客户忠诚度的先决条件。公司声誉的公认先决条件是服务质量、能力和关系持续时间。声誉的后果是参照权力、信任、感知权力、客户满意度和客户忠诚度。对3PL客户(N=331)的问卷调查结果的分析表明,服务质量、能力和关系持续时间与声誉呈显著的正相关关系。服务质量和能力也与服务持续时间呈显著的正相关关系,我们观察到能力和服务质量之间存在正相关关系。声誉还与声誉的后果(即信任、参照权力、客户满意度和客户忠诚度)呈显著的正相关关系。相比之下,声誉和感知权力呈负相关。信任、客户满意度和参考权力与客户忠诚度呈显著正相关,而感知风险与客户忠诚度呈负相关。作者认为这项工作是一篇颇为新颖的研究论文,因为研究主题在文献中确实缺乏认真的报道。这项工作的目的是确定客户对参与3PL安排的看法的重要性,以及使用外包给3PL公司的公司如何降低风险并最大限度地发挥此类安排对其组织和接受3PL服务的客户的好处

**关键词:** 声誉、服務品質、關係持續時間、能力、參照力、信任、感知、第三方物流、顧客滿意度、顧客忠誠度

### 1. Introduction

The authors are keenly interested in supply chain management, particularly outsourcing of supply chain management services. This interest has been reflected in recent publications and conference submissions and is one of the criteria for ongoing research work. The authors have been following long-term trends in this sector, and this work is the direct result of these trends. The use of 3PL within the logistic functions of many firms worldwide is an important development and a growing trend. This development has many positive implications for users of such a service, which are discussed in this paper. However, there are also many downside risks if the use of 3PL services is insufficiently planned and executed. The authors strive to contribute to efficient and purposeful arrangements by parties in the 3PL sector. This is the overall criteria for selecting the specific topic in this research. Therefore, the authors attempted to guide users and potential users of 3PL services by examining the antecedents of reputation and other related factors in securing successful 3PL contracts and relationships. This work should be of interest and benefit to both users and providers of 3PL services.

Global business competition has resulted in many companies using outsourcing to collaborate with other businesses [1]. In particular, outsourcing becomes a feasible option when a company finds that performing certain service in-house is expensive [2]. Furthermore, the demand for outsourcing among modern companies has increased as companies seek to gain a competitive advantage. As a business strategy, third-party logistics (3PL) plays crucial roles in economies of scale, inventory reduction, process flexibility, timely delivery, and customer satisfaction [3]. According to [4],

coordination between 3PL providers and customers is encouraged by mutual benefits. The importance of these outsourcing relationships is highlighted in [5]. Therefore, 3PL service providers are required to build individual relationships with buyers (i.e., businesses) [6]. In the business-to-business (B2B) setting, the quality of relationships is an important factor in achieving market success because good relationships can reduce transaction costs and enhance competitiveness [7]. Therefore, a 3PL provider's reputation is among the important criteria buyers use when selecting a 3PL provider [2]. A company's reputation plays a crucial role in sustaining long-term customer relationships and can confer a competitive advantage that helps it to compete in the market [8]. In the B2B context, management of a company's reputation is linked to its internal operations, which in turn affect external perceptions [9]. A good reputation means that a company has fewer dissatisfied customers, greater profitability, and good long-term company performance, including customer loyalty [9].

Time is a critical factor in forming successful seller-buyer relationships [10] because it provides sellers and buyers with behavioral information that allows both parties to predict actions and strengthen the relationship [11]. Time is a temporal construct of reputation because reputation requires time to develop and cannot be formed instantly [12]. Established competence can enhance a company's reputation. As found in [13], they had proven competencies, including talent management and knowledge management, contributed to and were crucial in shaping a company's reputation. Service quality also has a major impact on reputation, and a company can improve its reputation by increasing its focus on service quality [14]. In the logistics service

industry, service quality impacts customer satisfaction [15-16].

Customers may have uncertainties when information about the service quality and competencies of a logistics service provider is lacking [17]. Reputation can reduce these uncertainties and help customers select an appropriate offering [18]. Customers perceive reputable companies as trustworthy; a good reputation can promote customer trust and decrease perceived risk, especially when a reputable company has proven success in terms of performance and service quality [19]. A positive reputation can help a company build customer satisfaction [20-21]. Companies must consider the construct of reputation because it leads to customer loyalty [14]. In a B2B setting, suppliers should build trusting relationships with their customers because trust enhances customer loyalty [22]. A company with a good reputation that is well-known as a major provider of services may also have referent power [23]. Referent power leads to loyalty [24]. Furthermore, a company that can decrease perceived risk can create loyal customers [25]. There is consensus among scholars that, in logistics services, greater customer satisfaction also leads to increased customer loyalty [26-28].

Most previous studies that investigated reputation in the 3PL industry have focused on reputation as a construct that customers use to select a 3PL provider [2, 29-32]. However, attention should be directed to the antecedents of reputation in the 3PL context because no prior study has shed light on the antecedents or consequences of reputation that lead to customer loyalty in this industry. A previous study [33] reported that the service market has changed dramatically from a manufacturer-dominated to a customer-driven buyer market. This suggests that companies (sellers) are unable to 'expect' their customers to accept the services offered and should instead concentrate on building customer satisfaction and loyalty. Customer loyalty is a key consideration for all businesses but is particularly important in the service industry. A 3PL provider must also adopt customer satisfaction and loyalty as part of their strategy to be competitive in the market, with reputation used as the gateway to building loyalty. The consequences of satisfaction and loyalty are reflected in a 3PL provider's performance and profits. This study aimed to address the identified research gap by investigating the effect of the antecedents of reputation on reputation and the impact of reputation on the consequences of reputation in achieving customer loyalty in the business-to-business (B2B) context based on the perspectives of 3PL customers in the UK.

## 2. Literature Review

Reputation is considered important because reputation generates value and is created between a firm and stakeholders, including the actors of the supply

chain. Therefore, reputation should be well managed [34]. Reputation refers to a stakeholder's evaluation of a company's history, including its past actions, effects, and ability to produce valuable results [35]. Management science research suggests that a company's reputation confers a competitive advantage. Sociologists have highlighted the importance of the relationship between a company and its stakeholders in the reputation-building stage [36]. Previous seminal works [12, 37] have stated that time is among the antecedents of reputation. Therefore, reputation 'is a time-dependent phenomenon' [37]. Reputation requires time to be established and cannot be formed instantaneously [12]; therefore, time is an important temporal construct for corporate reputation in the business world [38]. This was supported by a seller-buyer study in the B2B context [39], where buyers were asked about the time needed to establish a well-established relationship with their suppliers. The results suggest that 13.3 years are sufficient to build a well-formed relationship. This highlights the crucial role of time in building well-formed relationships that contribute to a company's reputation. The relationship duration refers to the length of time a seller-buyer relationship has lasted [40]. Relationship duration is an important construct in the service industry because service managers seek to develop long-term customer relationships [41]. In addition, relationship duration is a crucial factor in a customer's reaction if they receive a dissatisfying service. When there is a long seller-buyer relationship duration and the buyer experiences an unsatisfactory service, any negative reaction is buffered by the long relationship (i.e., 'love is blind'). Conversely, if the customer experiences unsatisfactory service when the relationship lasts for a short time, the customer is likely to reduce their purchases over time [41]. Moreover, relationship duration plays a crucial role in the B2B setting [42] because when the duration increases, the relationship generates trust and reduces opportunism [43]. Therefore, relationship duration is an important factor in improving B2B relationships [44-45]. However, few studies have focused on relationship duration, and further research is needed in this area, particularly in the B2B context.

Expertise, also called competence, is the second antecedent of reputation. Competence and expertise are related [46]; thus, they can be considered 'two faces of the same coin'. Competency includes a group of attitudes, knowledge, and skills that assist employees to perform tasks efficiently and effectively [47]. An individual's or a company's reputation is built on being known or 'famous' for excelling in a particular field; this expertise/competence is perceived as the first step in gaining a reputation. Therefore, competence contributes to reputation [37]. Recognition received from customers of any company is based on employee competency [48].

Previous studies have noted that competence is a key construct of corporate reputation [49-50] and reflects a company's ability to effectively and efficiently offer a service or product [51]. Employees also play a role to play in establishing a good corporate reputation [52] and can contribute to a company's performance by elevating it to the highest level [53]. This means that competence is an important basis for a company's reputation, and a company that experiences competence problems is likely to face corresponding problems with its reputation [49-50]. Therefore, suppliers' competence and capability are important factors in outsourcing decisions [54-55]. A supplier's competence enhances its value [17]. Competence is also a key construct customers use to select a 3PL provider [56]. However, further studies on competence are needed because few have examined this concept, especially in the B2B context. This study investigates the role of competence and intangible resources in reputation in the 3PL context.

The third antecedent of a good reputation is service quality; this is considered essential in professional service companies given its importance in building a good reputation [57]. Service quality is an organizational asset that contributes to a company's marketing and financial performance [58]. Service quality also contributes to corporate reputation as it is reflected in the perception of a company to the public, which is highly dependent on what the company does. There is a consensus that corporate reputation is an outcome of service quality [20]. Offering high-quality service will enhance a company's corporate reputation, which highlights that service quality is among the determinants of corporate reputation [20, 59]. Therefore, focusing on the dimensions of service quality helps a company establish a strong reputation [60].

As highlighted in the studies discussed above, the antecedents of a firm's reputation are service quality [57], time or relationship duration [12, 37], and competence [37, 49]. There are also important relationships among these antecedents. It has been noted that competence has a positive impact by enhancing service quality; if a service provider seeks to improve its service quality, it is required to improve its competency indicators, such as skills, knowledge, and attitudes [61]. A recent systematic review and meta-analysis [62] found that service quality was positively associated with customer retention. Another study [63] also found that logistics service quality had a positive relationship with customer retention; if logistics service quality was high, customer retention was also high. This highlights the importance of service quality in establishing long-term customer relationships [64] because it plays a major role in buyers' decisions about staying or leaving their relationship with a current supplier. Therefore, there is an important link between service quality and relationship duration. Competence, or 'the degree to

which business transactions meet performance expectations' [65], is a unique approach to building relationships that affects the quality of relationships [66]. A buyer is expected to stay with a competent supplier for a long time [67], as that supplier's proven capability improves their reputation and creates perceptions of reliability and quality [68]. Therefore, competence and relationship duration are also important.

The consequences of a reputation include customer satisfaction and customer loyalty [20, 21] and referent power [37], particularly in seller-buyer relationships in B2B settings [23, 69]. Another important consequence is trust [19] and perceived risk [70, 71]. A company's reputation therefore has an important link to customer loyalty [20, 21]. As an 'intangible asset', corporate reputation can confer various benefits on a company, including customer satisfaction and loyalty [72]. There is a broad consensus that corporate reputation enhances customer satisfaction and loyalty [20-21, 73]. Furthermore, customer satisfaction is considered a determinant of customer loyalty [20,21]. Service quality is also a major contributor to customer satisfaction in the B2B setting [20], and a key outcome of service quality is customer satisfaction.

Another outcome of reputation is perceived risk [70,71]. Perceived risk refers to uncertainty about the negative consequences for a customer if they make a purchasing decision [74]. Customers' perceptions of risk depend on various aspects, such as cost, customer confidence, and uncertainty. When making purchasing decisions, customers tend to reduce risks by considering diverse information, including product image, brands and services [75].

Reputation and trust are important constructs when developing relationships with stakeholders. Both factors contribute to a company achieving its economic and non-economic goals [76]. Reputation contributes to enhancing trust, and companies with good reputations can achieve customer trust [19]. Trust increases transaction value and lowers transaction costs in the exchange process in seller-buyer relationships [77-78]. Customers tend to perceive a company with good reputation as trustworthy [19].

Referent power is another consequence of reputation [23, 37, 69]. Power is defined as 'one party being recognized as being more influential and able to exercise control over the other party' [79]. In addition, power reflects one (more powerful) party's control over another party through compliance with set demands using hard techniques, or achieving desired outcomes by providing the other party with benefits such as rewards, expertise, and suggestions. As noted in [5], referent power is a noncoercive power that includes providing other parties with expertise and suggestions. Referent

power can be defined as others' desire to be identified with or related to a party perceived as powerful [80].

Loyalty is defined as a buyer's willingness to repurchase from a specific service provider, holding a positive attitude toward that provider, and preferring to only use that provider when a service is needed [81]. Customer loyalty is an outcome of perceived risk [25, 82]. In business relationships, trust is considered a prerequisite for developing customer loyalty [78]. Referent power leads to loyalty [24], and corporate reputation promotes customer loyalty [20-21].

### 3. Hypotheses Development

#### 3.1. Effects of Antecedents on Reputation in the 3PL Industry

Offering high-quality service helps companies in the service industry achieve long-term success [83]. The measurement of service quality is based on customers' evaluation of the quality of a service offered by a seller [84]. Customers pay careful attention to a company's reputation [85]. When the service quality is perceived as good, a company's reputation is likely to be positively affected [86]. According to [20], when a company delivers satisfying service quality, it affects their customers' evaluation of the company as a whole. Therefore, service quality contributes to reputation and can be considered a prerequisite for a company's reputation [49]. The reputation is a strong signal of quality service offered by the provider [87]. Proven service performance leads to positive service perception, which in turn improves a supplier's reputation [88]. The service marketing literature has confirmed that service quality has a significant positive relationship with a company's reputation [20, 59, 86]. Freight forwarding and expedition services were examined in [86], and this examination revealed a positive association between the service quality offered by a freight forwarder and its reputation [86]. Based on these studies, we propose the following hypothesis.

*H1: Higher service quality offered by a 3PL provider is positively related to the 3PL provider's reputation.*

The manager of a supply chain in any company should have the competencies and expertise necessary for effective internal and external coordination [89]. A company must use its competencies to stay competitive among rivalry. Factors such as essential skills, knowledge gaps, and training should be considered to increase competence [90]. There are strong correlations between competence and organizational effectiveness, flexibility, productivity and adaptability [91-92]. Increasing a company's capability positively impacts that company's effectiveness [91]. Companies must invest resources, such as human resources and equipment, to increase competencies, skills, and communication and satisfy customers' needs. Subsequently, a company's reputation can be

established [17]. Customers and stakeholders perceive a company with high competence and stable talent as trustworthy and reputable. This good reputation translates into loyal customers and industry partnerships [93]. Suppliers must be capable of fulfilling tasks, showing high competence and maintaining performance [94], and proven capability helps improve a supplier's reputation [68]. According to [13], competencies, talent management, and knowledge management contribute to a company's reputation. Based on these findings, we hypothesized that

*H2: A 3PL provider's competencies have a positive relationship with that 3PL provider's reputation.*

Time is a critical factor in forming successful seller-buyer relationships [10] and provides sellers and buyers with information that allows both parties to predict behavior, thereby strengthening the relationship [11]. In the supply chain, seller-buyer relationships should be well managed, and attention should be paid to the characteristics of these relationships [67]. The key characteristics of a seller-buyer relationship are reputation [20, 95] and relationship duration [96-97]. When the seller-buyer relationship increases, the exchange relationship has a history. This means that the buyer can anticipate the supplier's future behavior and both partners gain a better understanding of each other [96]. A longer relationship duration means the seller and buyer can build mutual understanding, thereby communalizing their goals and increasing their willingness to collaborate. The perceived quality of the supplier also affects the buyer's decision about the length of the relationship [67], and an 'arm's length' seller-buyer relationship may reflect a short relationship duration [98]. A supplier with a positive reputation pushes customers to form collaborative relationships with that supplier [96-97, 99]. Buyers are also more likely to extend their relationship with a reputable supplier. In turn, a lengthy relationship duration is likely to enhance the supplier's reputation. Based on these findings, we propose the following hypothesis:

*H3: The relationship duration between 3PL providers and their customers has a significant relationship with a 3PL provider's reputation.*

In the 3PL context, competencies refer to a company's ability to coordinate intangible and tangible resources to provide service quality, leading to customer satisfaction and ensuring a competitive advantage [100]. It has been suggested that non-competent personnel may mean that a company fails to provide satisfactory services [101]. As confirmed in [102], competent employees conferred a competitive advantage on a company, especially in terms of service quality. Competent employees who possess the unique competencies needed by a company are considered 'rare' resources. According to [103], a company can develop a sustainable competitive advantage based on

service quality through intangible resources. In the outsourcing context, a supplier's competence affects a buyer's perception of service quality, and a buyer's outsourcing intention is facilitated by a competent supplier [17]. Previous studies have confirmed that competence is positively related to service quality [17, 61]. Therefore, we propose the following hypothesis:

*H4: A 3PL provider's competence is positively related to service quality.*

A recent systematic review and meta-analysis [62] found that service quality and customer retention were positively associated. Customer retention reflects a customer's willingness to continue with a particular service provider [104]. Service quality influences customer retention because it influences customers' perceptions of a seller's ability to develop long-term customer relationships [63, 105]. A previous study focused on the impact of logistics service quality on customer retention [63]. A positive correlation was found between these two constructs, meaning that if the logistics service quality was high, customer retention would also be high. This is because service quality is a key part of establishing long-term relationships with buyers [64]. A customer who is satisfied with the quality of services provided by a supplier is likely to build a long-term relationship with that supplier [106]. A logistics service provider can build long-term customer relationships by meeting customers' expectations regarding service quality [107]. Therefore, customer retention increases if buyers are happy with the service quality provided by a supplier because it increases the likelihood that customers will stay a long time in that relationship. Based on these findings, we propose the following hypothesis:

*H5: The service quality offered by 3PL providers has a significant relationship with the provider-customer relationship duration.*

A supplier's competence is a complex construct that includes a supplier's technical expertise in terms of product and production methods and their knowledge of the buyer's company, rivals, market, and industry [108]. A seller's competence is crucial in helping the buyer reduce transaction costs and uncertainty in the exchange process [109]. A good strategy to develop a seller-buyer relationship is for one partner to influence the other partner's perception of their competencies and capabilities [110]. Competencies and capabilities enable companies to establish and sustain long-term customer relationships [111]. If a supplier can develop competencies in the service industry, it will be able to meet buyers' demands and will be treated as a benchmark by buyers [79]. Morsy revealed that a supplier's capability was the major reason for a long seller-buyer relationship duration, and a supplier's capability strengthened the relationship between the two parties [67]. Buyers will not stay for a long time with a

non-competent supplier because they may prefer to terminate the relationship because of non-professionalism. Based on these findings, we propose the following hypothesis:

*H6: 3PL providers' competencies are significantly related to the duration of the relationship between the 3PL provider and the customer.*

### **3.2. The Effects of Reputation on the Consequences of Reputation**

A company's reputation is an important construct in the business world and reflects its success. A reputable company may have spent 20 years building its reputation, but it may only take 5 minutes for that reputation to collapse [112]. Reputation is a valuable asset that helps a company to be competitive [112]. Corporate reputation reflects the perceived quality of the brand name and customers' trust in the service provider. A good reputation is likely to influence customer satisfaction because customers feel that a service provider's performance meets their expectations [21]. Previous studies have revealed that a company's reputation positively impacts customer satisfaction [20-21]. Therefore, we hypothesized that:

*H7: A 3PL provider's reputation positively impacts 3PL customer satisfaction.*

Reputation reflects a stakeholder's perception of a company based on previous purchasing experiences with that company [113], and can be evaluated based on customers' perceptions of that company [114]. Therefore, the measurement of a company's reputation draws on customers' perceptions and experiences related to that company's actions [21]. Reputation is also a reflection of customers' evaluation of a company as a whole, including the service(s) and communication offered by that company [115]. Barney et al. noted that a company's reputation and customer loyalty are considered intangible assets that are important in gaining a competitive advantage [116]. Previous studies reported a positive correlation between a company's reputation and customers' attitudes and behavior toward that company [117-118]. Other studies revealed that the reputation of a company positively affected customer loyalty [20-21]. Therefore, we propose the following hypothesis:

*H8: A 3PL provider's reputation positively impacts 3PL customer loyalty.*

A company's reputation plays a key role in reducing perceived risk [81]. This is because a strong reputation reduces transaction costs, uncertainty, information asymmetry, and search costs [71, 119]. Reputation helps reduce risk because it is related to organizational credibility [120]. Furthermore, reputation helps customers predict the quality of the services a company offers as well as its future behavior [121]. Reputation is also a sign of credibility because no reputable company

is expected to behave in an opportunistic way that poses risk [71]. A supplier's reputation mitigates the perceived risk and is considered an important factor in the prepurchase decision [122]. Walsh *et al.* indicated that a company's reputation and perceived risk were negatively correlated [71]. Based on these findings, we propose the following hypothesis:

*H9: A 3PL provider's reputation has a negative relationship with 3PL customers' perceived risk.*

As noted in [123], reputable companies can gain customer trust in the following three ways. First, the customer perceives a company's reputation based on several interrelated features (trustworthiness, reliability, credibility and responsibility), and the customer's expectations of the perceived service offered by that company may be high because of the company's capability. Second, reputation is crucial in reducing stakeholders' uncertainty when evaluating a company because a good reputation stems from a company's performance during a specific period. Third, a company's reputation needs time and investment; companies with good reputations can gain customer trust and decrease perceived risk, especially if there is proven success in performance and quality of service. Importantly, customers perceive reputable companies as trustworthy [19]. An increase in reputation increases trust [124]. Reputation plays a crucial role in increasing trust in the service quality offered by a provider [125]. The results of a previous study [19] indicated that a company's reputation and trust were positively related. Therefore, we hypothesized that

*H10: A 3PL provider's reputation is positively related to 3PL customers' trust.*

In a B2B setting, referent power is a result of a supplier's reputation because the supplier is recognized as a supplier of a well-known brand. Therefore, reputable suppliers can take advantage of their reputation by attracting other customers [23]. Therefore, reputation leads to referent power [37, 69, 126]. A company with a good reputation is considered influential and influential because that company can influence others who want to be identified with a reputable company. This means that a reputable company has the power to be attractive, and other companies seek to work closely with that company. This 'likeability' pushes other companies to be close to reputable companies because its reputation grants other companies a feeling of pride in working closely with that company. This strategy is expected to create loyal customers. Based on these findings, we hypothesized that

*H11: A 3PL provider's reputation is positively related to referent power, which is exercised by the 3PL provider over 3PL customers.*

Service quality is considered the lifeblood of any company and is associated with customer satisfaction

[16]. Providers are interested in understanding how customers perceive service quality and how these perceptions lead to customer satisfaction [127]. Customer satisfaction can also be promoted by the quality of the logistics services received [15]. A provider with logistics excellence can create a competitive advantage because logistics services have a visible impact on customers [128]. A previous study [129] noted that the level of customer satisfaction is determined by comparing the service received with the expected service. If the service received does not meet the customer's expectations, the customer is disappointed, whereas if the service exceeds or meets the customer's expectations, the customer is satisfied. This suggests that service quality is an important indicator of customer satisfaction [15]. Previous studies on the logistics industry [15-16] have confirmed a positive correlation between service quality and customer satisfaction. Therefore, we hypothesized that

*H12: Higher service quality offered by 3PL providers is reflected in higher satisfaction gained by 3PL customers.*

### 3.3. Effects of Reputation on Customer Loyalty

The expectancy-disconfirmation paradigm suggests that customer satisfaction is related to customer loyalty [130]. This is because a customer's satisfaction with a service or product offered by a company is expected to reinforce their belief in that service/product, which encourages customers to repurchase that product or service [21]. Satisfaction can be assessed by comparing customers' pre-purchase expectations with their post-purchase experiences [131]. Therefore, customer satisfaction is considered a determinant of loyalty [131-132], as satisfaction with a service/product may result in customers' continued interest and intention to repurchase that service/product [133]. Previous studies on the logistics industry [26-28] Confirmed satisfaction leads to customer loyalty. Based on these studies, we hypothesized that

*H13: 3PL customer satisfaction positively impacts 3PL customer loyalty.*

Customer loyalty is an outcome of perceived risk [25, 82]. An increase in perceived risk can lead to reduced purchasing behavior [134] A reduction in perceived risk leads to an increase in purchasing behavior [82]. This is because perceived risk reflects uncertainty about various issues, such as the service quality that a supplier offers and the price paid by the customer. This may deter customers from purchasing such services. Perceived risk is an important issue in logistics because customers have many concerns that are expected to influence their purchasing decisions. The logistics provider must eliminate or reduce these concerns to secure customer repurchases. As suggested in [25], companies that can reduce the level of perceived risk compared with rival

companies may be more likely to be chosen by customers seeking a particular service or product. This may facilitate the opportunity to create loyal customers. According to [25], perceived risk is negatively correlated with customer loyalty. Therefore, we hypothesized that

*H14: Higher perceived risk by 3PL customers leads to decreased 3PL customer loyalty.*

Customer loyalty is related to a buyer’s future repurchasing [135]. In business markets, suppliers must prioritize establishing long-term cooperative customer relationships to create loyal customers [136]. This increases the likelihood of future purchases and positive word-of-mouth, which significantly contribute to a company’s profitability [137]. Trust helps partnering companies (i.e., sellers and buyers) engage in productive activities. This can be achieved by sharing knowledge and information and making partnering companies committed to joint efforts so that they can better coordinate their ways of working. In addition, trusting partners can rely on valuable knowledge that facilitates the exchange process. Therefore, they can effectively address daily problems, which positively reflects the relationship value [138]. Prior studies suggested that trusting partners experience lower transaction costs because each partner expended less time and effort and used fewer resources to monitor performance, address problems, and implement agreements [77, 139]. This

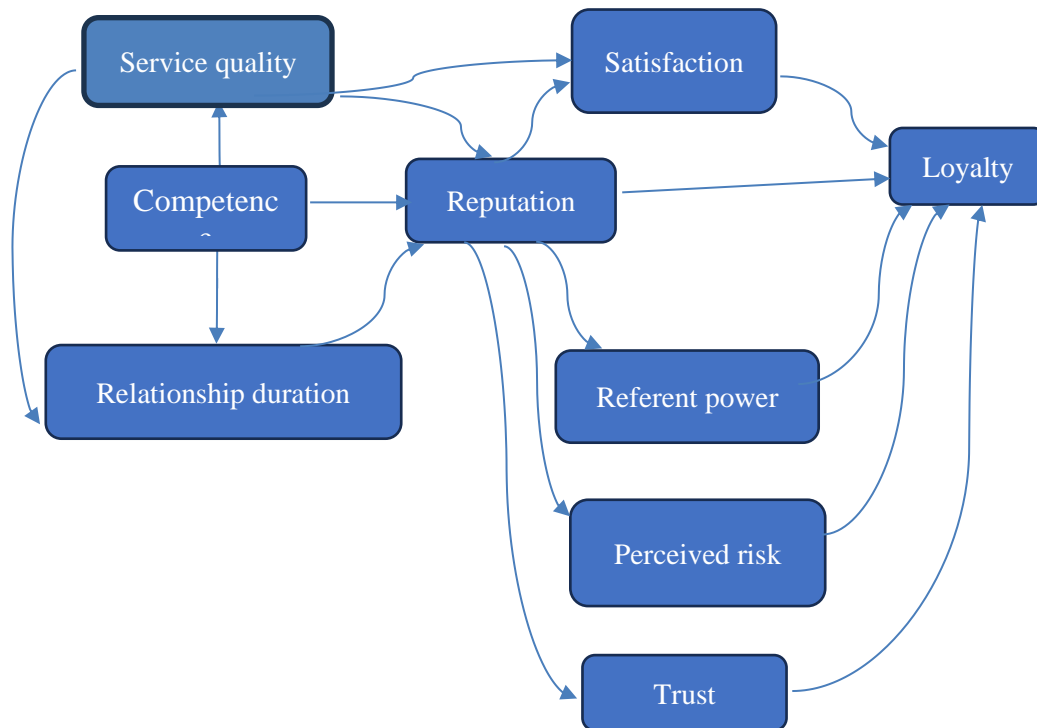
means that each partner anticipates that their outcomes will increase, and the buyer will remain loyal to the relationship [78]. It was also revealed that trust enhances loyalty [78]. Therefore, we propose the following hypothesis.

*H15: 3PL customer trust is positively related to 3PL customer loyalty.*

In B2B settings, referent power enhances cooperation [69,140], coordination [69], and satisfaction [141-143]. One study revealed positive correlations between referent power exercised by 3PL providers with 3PL customers’ trust, instrumental commitment, and normative commitment [5]. In the seller-buyer relationship, referent power results from reputation, and a partner’s compliance with this type of relationship depends on the strength of the other partner’s image [69]. This helps create a good perception among customers and therefore influences the decision-purchase process, in which loyalty to a specific seller is created [144]. Referent power leads to trust, commitment, compliance, and loyalty [24]. Therefore, we hypothesized that

*H16: Referent power 3PL providers exercised with 3PL customers have a positive relationship with loyalty.*

#### 4. Conceptual Framework



**Figure 1. Conceptual framework (Developed by the authors)**

The conceptual framework adopted for this study is shown in Figure 1. This model was developed following a review of relevant literature and outlines the antecedents of reputation leading to loyalty in the 3PL

context. The antecedents of a firm’s reputation are service quality [57], time or relationship duration [12, 37], and competence [37, 49]. A logistics service provider can build long-term relationships with



customers through meeting customers' expectations in terms of service quality [107]. There is a positive correlation between service quality and customer retention in the logistics services industry [63], as customer retention reflects customers' readiness to develop long-term relationships with suppliers [63, 105]. This highlights the strong relationship between service quality and relationship duration. Morsy suggested that a supplier's capability is a major reason for a long seller-buyer relationship, and that a supplier's capability strengthens the relationship between the two parties [67]. Therefore, the supplier's competence is significantly linked to relationship duration. In the outsourcing context, the supplier's competence also affects perceived service quality, and a competent supplier facilitates the buyer's outsourcing intention [17]; this demonstrates the link between a supplier's competence and service quality.

The key consequences of a firm's reputation are customer satisfaction, customer loyalty [20, 21], trust [19], perceived risk [71], and referent power [37], particularly in seller-buyer relationships in a B2B setting [23, 69]. A company's reputation is strongly related to customer loyalty [20-21]. There is also a correlation between service quality and customer satisfaction in the logistics industry [15,16], and referent power leads to loyalty [24]. In business relationships, trust is also considered a prerequisite for developing customer loyalty [78]. Customer loyalty is an outcome of perceived risk [25, 82], and customer satisfaction is among the key determinants of customer loyalty [20, 25].

## 5. Methodology

### 5.1. Study Population

The survey instrument used in this study was designed based on a literature review. The items for each construct or variable were adopted/adapted from previous studies on 3PL, outsourcing research or seller-buyer relationships in the B2B setting. Before disseminating the survey instrument, the content validity was examined to ensure that all items were suitable for the given topic. In addition, the instrument was reviewed by academics specializing in supply chain, logistics, and survey methodology. Discussions with relevant 3PL experts and managers were also held. After this initial review, the survey was piloted on 20 companies that were not included in the final sample. After feedback was received from these key respondents, some items were reworded to be more appropriate for the topic and ensure they could be easily understood by the target respondents.

Paper-based surveys were then sent to potential respondents' postal addresses (i.e., 3PL customers) that were randomly selected from an electronic database (Amadeus; <http://amadeus.bvdep.com/ip>). The survey

package included a cover letter explaining the study, along with a stamped self-addressed envelope to facilitate the return of completed surveys. In total, we sent 1000 surveys to UK companies across various sectors. The survey targeted logistics managers because they were considered the most likely to be able to answer the questions for each construct. Overall, 342 responses were received. Eleven surveys were discarded because of unusable responses or the respondent's company did not qualify as a 3PL customer. The remaining completed questionnaires (N=331), were included in the analyses. Most respondents were from logistics (68%) or marketing (27%) departments, and 6% were from other departments. As 95% of respondents worked in logistics/marketing, the data were considered reliable. The highest number of respondents worked in the food and beverage industry (71%) and 9% worked in the tobacco sector.

### 5.2. Measurement of the Constructs

Responses to all questionnaire items were based on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). All items were adopted/adapted from previous relevant studies (i.e., 3PL, outsourcing research or seller-buyer relationship studies as follows.

1. Items measuring the reputation construct were drawn from [145]. This study noted that 3PL providers' reputation lies in their behavior in their relationships with 3PL customers, ability to help 3PL customers improve their logistics performance, and ability to deliver logistics improvements to customers. Therefore, we choose these three items to measure reputation.

2. The items used to evaluate the satisfaction construct were drawn from [145]. This study noted that satisfaction with past outcomes was considered equity in the process of exchange between the seller and buyer, with this equity expected to provide confidence that both parties were concerned with each other's welfare, and neither was expected to exploit the other [145]. Therefore, we selected seven items from this study to measure satisfaction.

3. The competence construct is based on the competencies of 3PL enterprises in terms of the ability to coordinate intangible and tangible resources to provide service quality, thereby leading customer satisfaction to gain a competitive advantage in logistics services [100]. This study investigated competencies and intangible resources using three items adapted from [146] and [147].

4. Referent power was defined as others' desire to be identified with or related to a party perceived as powerful [80]. We measured this construct using five items drawn from [5].

5. Loyalty refers to a buyer's willingness to repurchase from a service provider, holding a positive attitude toward that provider, and preferring to only use

that provider when the service is needed [81]. This construct was measured using three items drawn from [148].

6. The service quality has both technical and functional dimensions. This study included both dimensions, which were measured using nine items adapted from [149].

7. Relationship duration, as reflected by the length of the relationship, was measured using one item adapted from [96].

8. Perceived risks arising from logistics outsourcing include asset and relationship risks [150]. Asset risk encompasses various forms of asset damage, such as information risk and loss of control. Relationship risk includes costs incurred because of possible relationship failures from legal, social, cultural, and technical causes (e.g., seller’s opportunism and poor communication). Therefore, this construct was measured using four items adapted from [150] that covered asset and relationship risks.

9. Trust is defined as customers’ perceptions of a seller’s credibility and benevolence [97]. Credibility means that a buyer is convinced that a supplier can perform the job effectively because of the supplier’s expertise [97]. Benevolence means that when explicit commitments are not made by the supplier, the buyer assumes that the supplier has good intentions that benefit the buyer [97]. This study included both credibility and benevolence to measure trust using six items adapted from two previous studies [96-97].

## 6. Results

Table 1 presents the results of the examination of the validity and reliability of the survey instrument. Validity was assessed using the factor loadings of scale items on the constructs. All item loadings were statistically significant (5% level). Therefore, there was a strong association between the survey items and their corresponding constructs, which indicated that the constructs were valid. Reliability was examined using Cronbach’s alpha and the average variance extracted (AVE). AVE values >0.5 and Cronbach’s alpha coefficients >0.7 are considered reliable. In our survey, most constructs had AVE values below the threshold, except for loyalty, perceived power, and trust. However, the constructs exhibited satisfactory convergent validity, as indicated by the composite reliability, which exceeded 0.6 [151]. Moreover, we evaluated the discriminant validity by comparing the square root of the AVE with the correlations between this particular structure and other structures. The square root of the diagonal AVE values exceeded the correlation between each construct and all other constructs (Table 2), providing evidence of adequate discriminant validity.

**Table 1. Validity and reliability of the survey items (developed by the authors)**

Latent construct	Measurement item	Loadings	Average variance extracted	Composite reliability	Cronbach’s alpha coefficient
Reputation	RE1	0.712*	0.481	0.735	0.731
	RE2	0.628*			
	RE3	0.736*			
Satisfaction	SA1	0.656*	0.453	0.850	0.848
	SA2	0.614*			
	SA3	0.823*			
	SA4	0.677*			
	SA5	0.776*			
	SA6	0.533*			
	SA7	0.584*			
Competence	CO1	0.558*	0.421	0.660	0.621
	CO2	0.383*			
	CO3	0.897*			
Referent power	RP1	0.565*	0.418	0.777	0.773
	RP2	0.669*			
	RP3	0.831*			
	RP4	0.538*			
	RP5	0.585*			
Loyalty	LO1	0.853*	0.601	0.817	0.811
	LO2	0.665*			
	LO3	0.795*			
Service quality	SQ1	0.551*	0.388	0.845	0.839
	SQ2	0.768*			
	SQ3	0.799*			
	SQ4	0.772*			
	SQ5	0.643*			
	SQ6	0.508*			
	SQ7	0.543*			
	SQ8	0.425*			
	SQ9	0.463*			
Perceived risk	PR1	0.585*	0.505	0.800	0.794
	PR2	0.799*			
	PR3	0.798*			
	PR4	0.634*			
Trust	TR1	0.740*	0.508	0.860	0.858
	TR2	0.682*			
	TR3	0.805*			
	TR4	0.704*			
	TR5	0.723*			
	TR6	0.607*			

\*Significant at a 5% level.

**Table 2. Means, standard deviations, and correlation coefficients of survey constructs (developed by the authors)**

(Diagonal: square root of the average variance extracted)

Latent construct	Mean	Standard deviation	1	2	3	4	5	6	7	8
1. Reputation	2.897	0.721	0.694							
2. Satisfaction	2.858	0.651	0.376	0.673						
3. Competence	2.987	0.715	0.314	0.169	0.649					
4. Referent power	2.915	0.705	0.179	0.016	-0.024	0.646				
5. Loyalty	2.724	0.722	0.456	0.322	0.168	0.193	0.775			
6. Service quality	3.079	0.605	0.397	0.436	0.243	0.046	0.294	0.623		
7. Perceived risk	2.902	0.649	-0.344	-0.202	-0.080	-0.095	-0.347	-0.171	0.711	
8. Trust	2.979	0.680	0.387	0.147	0.118	0.076	0.357	0.156	-0.219	0.71

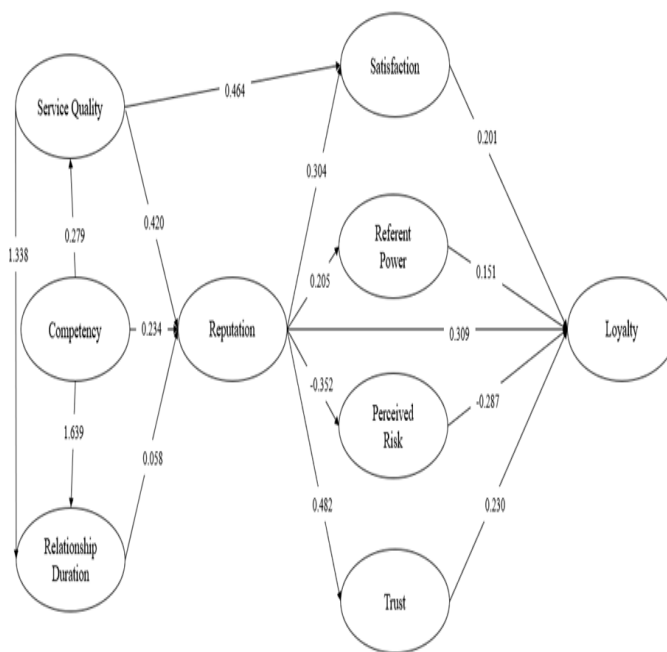
We used structural equation modeling to examine the research hypotheses. The proposed model demonstrated a good fit (root mean square error of approximation = 0.014,  $p > 0.05$ ; comparative fit index = 0.989; Tucker – Lewis index = 0.989; standardized root mean square residual = 0.045). Table 3 shows that service quality ( $\hat{\theta} = 0.420, p < 0.0001$ ), competence ( $\hat{\theta} = 0.234, p = 0.004$ ), and relationship duration ( $\hat{\theta} = 0.058, p < 0.0001$ ) positively impacted 3PL providers’ reputation. The estimated coefficients suggest that service quality is the most significant for reputation, followed by competence and relationship duration. Furthermore, competence has a significant positive impact on service quality ( $\hat{\theta} = 0.279, p < 0.0001$ ). Relationship duration showed significant positive relationships with service quality ( $\hat{\theta} = 1.338, p = 0.001$ ) and competence ( $\hat{\theta} = 1.639, p < 0.0001$ ). Satisfaction was significantly positively associated with reputation ( $\hat{\theta} = 0.304, p < 0.0001$ ) and service

quality ( $\hat{\theta} = 0.464, p < 0.0001$ ). Reputation was negatively associated with perceived risk ( $\hat{\theta} = -0.352, p < 0.0001$ ) but positive associations with trust ( $\hat{\theta} = 0.482, p < 0.0001$ ) and referent power ( $\hat{\theta} = 0.205, p = 0.002$ ). Loyalty was positively associated with reputation ( $\hat{\theta} = 0.309, p = 0.003$ ), satisfaction ( $\hat{\theta} = 0.201, p = 0.006$ ), referent power ( $\hat{\theta} = 0.151, p = 0.028$ ) and trust ( $\hat{\theta} = 0.230, p = 0.002$ ), but negatively associated with perceived risk ( $\hat{\theta} = -0.287, p = 0.004$ ).

The determination coefficient ( $R^2$ ) was examined to evaluate the adequacy of the fit of the proposed structural model. The highest  $R^2$  value was observed for loyalty (0.437), which suggests that 43.7% of the variability in loyalty can be attributed to the proposed model. However, referent power had the lowest  $R^2$  value (0.047), indicating that only 4.7% of the variability in referent power was accounted for by the proposed model.

**Table 3. Path coefficient results (developed by the authors)**

Table 3. Path coefficient results				
Causal relationship	Estimate	SE	z-value	p-val
<i>Impact of service quality, competence and relationship duration on reputation</i>				
Service quality → Reputation	0.420	0.094	4.455	<0.00
Competency → Reputation	0.234	0.082	2.845	0.00
Relationship duration → Reputation	0.058	0.013	4.471	<0.00
<i>Impact of competence on service quality</i>				
Competency → Service quality	0.279	0.064	4.334	<0.00
<i>Impact of service quality and competence on relationship duration</i>				
Service quality → Relationship duration	1.338	0.397	3.374	0.00
Competency → Relationship duration	1.639	0.367	4.469	<0.00
<i>Impact of reputation and service quality on satisfaction</i>				
Reputation → Satisfaction	0.304	0.073	4.144	<0.00
Service quality → Satisfaction	0.464	0.100	4.656	<0.00
<i>Impact of reputation on perceived risk</i>				
Reputation → Perceived risk	-0.352	0.059	-5.971	<0.00
<i>Impact of reputation on trust</i>				
Reputation → Trust	0.482	0.071	6.764	<0.00
<i>Impact of reputation on referent power</i>				
Reputation → Referent power	0.205	0.067	3.073	0.00
<i>Impact of reputation, satisfaction, perceived risk, trust and referent power on loyalty</i>				
Reputation → Loyalty	0.309	0.102	3.014	0.00
Satisfaction → Loyalty	0.201	0.073	2.742	0.00
Perceived risk → Loyalty	-0.287	0.101	-2.849	0.00
Referent power → Loyalty	0.151	0.068	2.201	0.02
Trust → Loyalty	0.230	0.073	3.134	0.00
<b>Coefficient of determination (<math>R^2</math>)</b>				
Relationship duration	0.182			
Reputation	0.367			
Satisfaction	0.322			
Referent power	0.047			
Loyalty	0.437			
Service quality	0.111			
Perceived risk	0.222			
Trust	0.235			



**Figure 2. Diagram of path coefficient estimates in structural model (developed by the authors)**

### 7. Discussion

This study clarified the impact of the antecedents of reputation (i.e., service quality, competence and relationship duration) on reputation as an independent construct. We also examined the effects of reputation (i.e., trust, perceived power, referent power, customer satisfaction and customer loyalty) that lead to customer loyalty in the 3PL industry in the UK. As expected, service quality was positively correlated with reputation, which is consistent with previous findings [20, 59, 86]. Service quality is among the key determinants of a company’s reputation [20], which may explain this result. Service quality is the most important factor in customers’ purchasing decisions and shapes their attitudes toward a company [59]. This suggests that a service provider’s reputation is negatively impacted if they are unable to offer a service quality that meets their customers’ expectations. The present analysis confirmed that service quality was the most important construct affecting reputation [152]. This study noted that reputation can be gained when a supplier has proven service performance, which increases a company’s profitability.

Our analysis showed that competence was the second most important construct affecting reputation, which is consistent with previous findings [13]. This result may be attributable to the fact that intangible resources, such as expertise and competent employees, contribute to a company’s reputation, particularly in the service market where communication between a company’s employees

and its customers is important. The resource-based view suggests that a corporate reputation can be classified as an intangible asset that can be built through employees [153]. Therefore, competence plays a major role in building a company's reputation [49, 50].

The third most important antecedent in building a company's reputation is relationship duration. As expected, the length of the 3PL provider-customer relationship contributed to the 3PL providers' reputation. This is because the relationship duration reflects the experience gained by the seller and buyer through their interactions, including developed norms, behavior, and assets invested in the relationship [154]. The seller and buyer become familiar with each other over time as a result of mutual understanding between them. This may also lead to mutual planning because each party understands the other party's needs; therefore, relationship duration contributes to the supplier's reputation.

As anticipated, competence was positively related to service quality, which is consistent with previous studies [17, 61]. If a supplier is not sufficiently competent, both the quality of service the buyer receives and their performance are likely to be affected [155-156]. In the outsourcing context, service quality is influenced by the supplier's competence [17], and quality improvements show that the supplier is eager to invest and allocate resources (e.g., equipment and human resources) to increase their competence and skills to meet their customers' requirements. This increases the service quality [17]. Therefore, as the supplier's competence contributes to service quality, the outcome of competence is service quality. This demonstrates the importance of intangible assets in offering and improving service quality in the outsourcing context.

The results indicate that there were significant positive correlations between service quality and relationship duration and between competence and relationship duration. A reason for the positive relationship between service quality and relationship duration is that service quality plays a major role in establishing long-term seller-buyer relationships [64]. High-quality service has a direct effect on customers' behavioral intentions, including recommending the service to other customers [157]. Therefore, if a seller can offer a service quality that meets their customers' expectations, customers are encouraged to remain in the relationship with that supplier. This means that service quality helps maintain the relationship and sustain it over a long period. Our finding of a positive relationship between competence and relationship duration was consistent with [67]. In the B2B context, when one party has expertise (i.e., competence), the other party is likely to remain with that competent supplier. Therefore, working closely with a competent supplier increases the value of the relationship, which becomes important to

the other party [158]. Subsequently, the supplier's competence motivates the customer to stay in the relationship for longer. Furthermore, in the service industry, if a supplier develops the competencies required to meet the demands set by customers, it will eventually be treated as a benchmark by customers [79]. In such cases, customers are willing to continue the relationship because of the supplier's perceived professionalism.

Our results also revealed a positive correlation between service quality and customer satisfaction, which is consistent with previous studies [15-16]. It has also confirmed a relationship between service quality and customer satisfaction [159]. A reason for this relationship is that customers are satisfied when they perceive that the service received exceeds their expectations. This may increase the customer's likelihood of continuing with that provider, and the customer may hold a positive attitude toward the provider [160].

The positive correlation observed between reputation and referent power may be because reputation generates power that makes things easier; a better reputation brings more power [161], and others like to be identified with reputable individuals [37]. The fact that reputable companies and suppliers are influential and that other companies and customers like to be identified with such companies may explain the positive relationship between reputation and referent power. In other words, a reputable company or supplier can exert referent power over other companies and customers; the source of referent power is reputation, and referent power is a consequence of reputation. This explains why many global companies pay large amounts of money to celebrities who are perceived as influential. The celebrity can exert referent power over her fans/followers and the company's customers and influence them to buy a product or service. This is also the case for seller-buyer relationships in the B2B context.

We observed a positive relationship between reputation and trust, which is consistent with the results reported by [19]. A reputable company is seen as trustworthy, and its past proven performance will further enhance customers' trust. Reputation and customer satisfaction were also positively correlated, which is consistent with previous studies [20-21]. An explanation for this finding may be that a poor reputation may affect customers' perceptions of their experiences with a company and its products or services. Therefore, customers may reconsider their perceptions, resulting in a negative impact on customer satisfaction. The opposite is also true, as a good company reputation tends to enhance customers' experiences, meaning that they are satisfied with the services received [162].

There was a clear negative relationship between reputation and perceived risk, which is consistent with [71]. A company with a good reputation shapes customer outcomes in terms of perceived risk [71]. This means that customers have confidence that a reputable company is committed and eager to preserve its reputation and satisfy their requirements and expectations. In turn, this reduces the risk perceived by customers.

Our results indicate that a company's reputation is positively correlated with customer loyalty. This result is consistent with those of previous studies [20-21]. A reason for this relationship is that customers use a company's reputation to gain the perception of that company. If the purchase process is expensive or involves high risk, customers prefer to buy from a reputable company rather than a company with a poor reputation [163]. Customers also use a company's reputation to indicate the service quality offered by the company. Good service quality results in customer satisfaction and loyalty, which means that reputation is important for companies in the service industry because it helps customers evaluate the quality of the service provided [164].

The results showed there was a positive correlation between customer satisfaction and customer loyalty, which was consistent with previous findings [26-28]. There is consensus in the literature that customer satisfaction is among the determinants of customer loyalty [20] because satisfaction is considered a stimulus that customers seek to repeatedly achieve, thereby resulting in customer loyalty [162]. In addition, a company's reputation contributes to an aggregation process that uses information customers use to build their perceptions of that company [165]. Therefore, a company with a good reputation can expect to attract loyal customers based on information related to the company's reputation.

Our analysis indicated that a higher level of trust is associated with a higher level of customer loyalty, which is consistent with the results reported by [78]. Customers who have confidence in a reputable service provider will keep their promises and obligations are encouraged to make the intention to repeatedly repurchase. Furthermore, referent power is positively correlated with loyalty. A better reputation brings more power [161], and a reputable company can exert referent power over its customers. Customers generally like to work closely with a reputable company because that company is well-known as a leading company in the industry. Therefore, customers are attracted to that company and are likely to be willing to repurchase from it over the long term. They may also prefer to deal with the company only when they need the service.

We observed a negative relationship between perceived risk and customer loyalty, which is consistent

with previous studies [25, 161]. An increase in perceived risk leads to reduced purchasing behavior [134], whereas a reduction in perceived risk leads to increased purchasing behavior [82]. This means that higher perceived risk discourages customers from purchasing from a particular service provider, whereas customers are willing to be loyal to a provider that has limited or eliminated perceived risks.

## 8. Summary and Conclusions

To the best of our knowledge, this study is the first to focus on the antecedents of reputation leading to customer loyalty in the 3PL industry. We examined service quality, competence, and relationship duration as the major antecedents that lead to gaining reputation and tested relationships among these constructs (i.e., between service quality and relationship duration, between competence and relationship duration and between competence and service quality). This study conducted an in-depth analysis of the role of these relationships on reputation in outsourcing relationships and examined the impact of reputation on its consequences (i.e., trust, perceived power, referent power, customer satisfaction and customer loyalty). Finally, we explored the impact of reputation on customer loyalty. Importantly, this study investigated novel points in the 3PL context, such as relationship duration and perceived risk.

Managers working in 3PL providers and transportation companies are required to pay attention to the issue of reputation. This is because reputation has the potential to enhance the quality of outsourcing relationships between 3PL customers and 3PL providers, including promoting trust and reducing perceived risk. Furthermore, this is expected to improve the performance of both 3PL customers and providers by focusing on customer satisfaction and loyalty (i.e., profitability). Moreover, providers in the 3PL industry can build their reputations by focusing on the three main antecedents of a good reputation. Attention should first be directed at service quality, which is the most important antecedent affecting customer reputation based on our findings. This can be achieved by allocating more assets to improve service quality in response to the emerging needs of 3PL customers. Therefore, improving logistics services is an important issue. In the 3PL industry, competence is the second most important construct in shaping reputation, and 3PL providers may need to invest in expertise to enhance their competence. Coaching and training for employees can also be considered. Coordination between HR and operations departments is also needed to recruit competent employees who can contribute to the 3PL provider's reputation. The third antecedent of reputation is relationship duration, which is influenced by service quality and competence. If a 3PL provider has been

proven to be successful in terms of service quality and competence, well-established 3PL provider-customer relationships can be built in a shorter time. In this way, reputation can be enhanced quickly. If a 3PL provider achieves success in service quality and competence, they will experience encouraging results, such as improved performance and profitability. This study showed that the consequences of reputation include enhancing the seller-buyer relationship in terms of trust, perceived risk, and referent power. Trust among 3PL customers will be supported in this exchange process. Furthermore, perceived risk will be eliminated, which will encourage 3PL customers to make purchasing decisions. In addition, a 3PL provider will be perceived as impactful for 3PL customers because it will become a leading logistics company.

The research perspective of this work is the factors that need to be addressed in securing, developing, and retaining mutually beneficial relationships and outcomes of all the stakeholders in an outsourced 3PL arrangement. The work used a survey methodology with questionnaires targeted at people within a wide range of industries and organizations who face and experience arranging and working with 3PL service providers, i.e., 3PL customers. Hence, this study is very applicable to the conclusions derived from the opinions of first-hand users of 3PL services. The 3PL provider reputation is a key criterion for 3PL provider selection and retention. However, reputation as a concept is an all-embracing generic concept made up of several anticipant factors, which are discussed in detail in this paper. Using these anticipant factors as a checklist or playbook, commercial users of services have a higher probability of securing a satisfactory outsourcing relationship. The end customer of the user organization is also likely to experience more satisfactory service. The 3PL provider may take heed of these recommendations to provide a better service offering and reduce the perceived risk in acquiring, securing, and retaining future outsourcing business.

Studies on relationship duration and competence are lacking in B2B settings. Therefore, further research should focus on competence and relationship duration in the 3PL context while also considering other antecedents. More research on the effect of price on customer satisfaction and the impact of personal relationships on customer loyalty is needed to clarify the 3PL industry.

## Declarations

### Author Contributions

Conceptualization, A.T. and P.L.R.; methodology, A.T.; software, A.T.; validation, A.T., and P.L.R.; formal analysis, A.T.; investigation, A.T., and P.L.R.; resources, A.T.; data curation, A.T.; writing—original draft preparation, A.T., and P.L.R.; writing—review and editing, A.T.; visualization, P.L.R.; supervision, A.T.;

project administration, A.T. All authors have read and agreed to the published version of the manuscript.

### Data Availability Statement

The data presented in this study are available on request from the corresponding author.

### Funding

Funding information is not available.

### Acknowledgements

Thanks are due to Prof. Moez Al Islam Faris. Applied science at a private university in Amman, Jordan for his guidance and fruitful insights.

### Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this manuscript. In addition, ethical issues including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies were completely observed by the authors.

## References

- [1] TIKKANEN I., & JAAKKOLA L. Sustainable value chain activities towards sustainable food services: a case study from Finland. *Journal of Hospitality and Tourism Insights*, 2019, 2: 409–424. <https://doi.org/10.1108/JHTI-12-2018-0086>.
- [2] REZA S., MUBARIK M.S., NAGHAVI N., & NAWAZ R.R. Relationship marketing and third-party logistics: evidence from hotel industry. *Journal of Hospitality and Tourism Insights*, 2020, 3: 371–393. <https://doi.org/10.1108/JHTI-07-2019-0095>.
- [3] ARYEE S., KIM T-Y., ZHOU Q., & RYU S. Customer service at altitude: effects of empowering leadership. *International Journal of Contemporary Hospitality Management*, 2019, 31: 3722–3741. <https://doi.org/10.1108/IJCHM-11-2018-0900>.
- [4] MUBARIK M.S., NAGHAVI N., & MUBARAK M.F. Impact of Supplier Relational Capital on Supply Chain Performance in Pakistani Textile Industry. *Asian Economic and Financial Review*, 2019, 9: 318–328. <https://doi.org/10.18488/journal.aefr.2019.93.318.328>.
- [5] TAHA A., & REYNOLDS P.L. Power in Third-Party Logistics. *Operations and Supply Chain Management: An International Journal*, 2023, 16(3): 352–364. <https://doi.org/10.31387/oscm0540395>.
- [6] ALSHURIDEH D.M. Do electronic loyalty programs still drive customer choice and repeat purchase behavior. *International Journal of Electronic Customer Relationship Management*, 2019, 12: 40. <https://doi.org/10.1504/IJECRM.2019.098980>.
- [7] DASANAYAKA S.W.S.B., AL SERHAN O., GLAMBOSKY M., & GLEASON K. The business-to-business relationship: examining Sri Lankan telecommunication operators and vendors. *Journal of*

- Business & Industrial Marketing*, 2020, 35: 1069–1087. <https://doi.org/10.1108/JBIM-06-2019-0303>.
- [8] VEH A., GÖBEL M., & VOGEL R. Corporate reputation in management research: a review of the literature and assessment of the concept. *Business Research*, 2019, 12: 315–353. <https://doi.org/10.1007/s40685-018-0080-4>.
- [9] CORTEZ R.M., GILLILAND D.I., & JOHNSTON W.J. Revisiting the theory of business-to-business advertising. *Industrial Marketing Management*, 2020, 89: 642–656. <https://doi.org/10.1016/j.indmarman.2019.03.012>.
- [10] GOUNARIS S.P., & VENETIS K. Trust in industrial service relationships: behavioral consequences, antecedents and the moderating effect of the duration of the relationship. *Journal of Services Marketing*, 2002 16: 636–655. <https://doi.org/10.1108/08876040210447351>.
- [11] ANDERSON E., & WEITZ B. Determinants of Continuity in Conventional Industrial Channel Dyads. *Marketing Science*, 1989, 8: 310–323. <https://doi.org/10.1287/mksc.8.4.310>.
- [12] ZINKO R., FERRIS G.R., HUMPHREY S.E., & MEYER C.J., AIME F. Personal reputation in organizations: Two-study constructive replication and extension of antecedents and consequences. *Journal of Occupational and Organizational Psychology*, 2012, 85(1): 156–180. <https://doi.org/10.1111/j.2044-8325.2010.02017.x>.
- [13] HARIADI D.P.A., MUHAMMAD M.N., & FALEFI R.P. Effect of talent management and knowledge management on performance as an intervening variable: Case study of employees at PT Taspem (Persero). *International Journal of Organisational Innovation*, 2020, 13:160–177.
- [14] PHI H.D., & HUONG D.P. Effect of Service Quality on Customer Loyalty: The Mediation of Customer Satisfaction, and Corporate Reputation in Banking Industry. *Eurasian Journal of Business and Management*, 2023, 11: 1–16. <https://doi.org/10.15604/ejbm.2023.11.01.001>.
- [15] LI M., SOUFFO C.D., LUCIEN K.A., TEMGOUA F.T.D., YULONG J., & YANG Y. Impact of logistics service quality on customer satisfaction: Evidence from Cameroon. *International Journal of Economics, Commerce and Management*, 2019, 7: 333–351.
- [16] POLITIS Y., GIOVANIS A., BINIORIS S. Logistics service quality and its effects on customer satisfaction in the manufacturing companies' supply chains. *Journal of Modelling in Management*, 2014, 9: 215–237. <https://doi.org/10.1108/JM2-05-2012-0016>.
- [17] WEI C-L., & HO C-T. Exploring Signaling Roles of Service Providers' Reputation and Competence in Influencing Perceptions of Service Quality and Outsourcing Intentions. *Journal of Organizational and End User Computing*, 2019, 31:86–109. <https://doi.org/10.4018/JOEUC.2019010105>.
- [18] BOYD B.K., BERGH D.D., & KETCHEN D.J. Reconsidering the Reputation—Performance Relationship: A Resource-Based View. *Journal of Management*, 2010, 36: 588–609. <https://doi.org/10.1177/0149206308328507>.
- [19] FATMAWATI I., & FAUZAN N. Building Customer Trust through Corporate Social Responsibility: The Effects of Corporate Reputation and Word of Mouth. *Journal of Asian Finance Economics and Business*, 2021, 8: 793–805.
- [20] HADI D.P., & INDRADEWAR. The Service Quality Effect on Corporate Reputation, Customers Satisfaction, and Loyalty. *Journal of Multidisciplinary Academic*, 2019; 3: 51–56.
- [21] KHAN R.U., SALAMZADEH Y., & IQBAL Q., YANG S. The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction. *Journal of Relationship Marketing*, 2022, 21: 1–26. <https://doi.org/10.1080/15332667.2020.1840904>.
- [22] ISKANDAR R.P., HARTOYO H., & YULIANTI L.N. The Effect of Service Quality and Marketing Mix on Customer Satisfaction and Trust in Building Loyalty: B2B Customers of PT. Farmsco Feed Indonesia. *Jurnal Manajemen dan Agribisnis* 2023, 20: 236–245. <https://doi.org/10.17358/jma.20.2.236>.
- [23] BLOIS K., & LACOSTE S. Power in Business –to-Business relationships – some problems of interpretation. 25th IMP-conference in Marseille, France: 2013.
- [24] LUNENBURG F.C. Power and Leadership: An Influence Process. *International Journal of Management, Business, and Administration*, 2012, 15: 1–9.
- [25] KHASBULLOH A.H.K., & SUPARNA G. Effect of Perceived Risk and Perceived Value on Customer Loyalty through Customer Satisfaction as Intervening Variables on Bukalapak Users. *European Journal of Business and Management Research*, 2022, 7: 22–28. <https://doi.org/10.24018/ejbm.2022.7.4.1472>.
- [26] LAO S.I., CHOY K.L., HO G.T.S., TSIM Y.C., & CHUNG N.S.H. Determination of the success factors in supply chain networks: a Hong Kong-based manufacturer's perspective. *Measuring Business Excellence*, 2011, 15: 34–48. <https://doi.org/10.1108/13683041111113231>.
- [27] SAURA I.G., FRANCÉS D.S., CONTRÍ G.B., & BLASCO M.F. Logistics service quality: a new way to loyalty. *Industrial Management & Data Systems*, 2008, 108: 650–668. <https://doi.org/10.1108/02635570810876778>.
- [28] VLACHOS I. Customer Loyalty in International Third-Party Logistics Service Providers. In ROSSI P. (Ed.) *Marketing at the Confluence between Entertainment and Analytics*, 2017, 671–685. Springer, Cham. [https://doi.org/10.1007/978-3-319-47331-4\\_128](https://doi.org/10.1007/978-3-319-47331-4_128).
- [29] BINH T. V., & KIEN N.T. Factors Impacting on the Selection of Third Party Logistics Provider. *China-USA Business Review*, 2016, 15: 616–627. <https://doi.org/10.17265/1537-1514/2016.12.004>.
- [30] BHATNAGAR R., SOHAL A.S., & MILLEN R. Third party logistics services: a Singapore perspective. *International Journal of Physical Distribution & Logistics Management*, 1999, 29: 569–587. <https://doi.org/10.1108/09600039910287529>.
- [31] DADASHPOUR I., & BOZORGI-AMIRI A. Evaluation and Ranking of Sustainable Third-party Logistics Providers using the D-Analytic Hierarchy Process. *International Journal of Engineering*, 2020, 33: 2233–2244. <https://doi.org/10.5829/ije.2020.33.11b.15>.
- [32] EJEM E.A., UKA C.M., DIKE D.N., IKEOGU C.C., IGBOANUSI C.C., & CHUKWU O.E. Evaluation and Selection of Nigerian Third-Party Logistics Service Providers Using Multi-Criteria Decision Models. *LOGI – Scientific Journal on Transport and Logistics*, 2021, 12: 135–146. <https://doi.org/10.2478/logi-2021-0013>.
- [33] HUANG P-L., LEE B.C.Y., & CHEN C-C. The influence of service quality on customer satisfaction and loyalty in B2B technology service industry. *Total Quality*

- Management & Business Excellence*, 2019, 30:1449–1465. <https://doi.org/10.1080/14783363.2017.1372184>.
- [34] BERLEPSCH D. V., LEMKE F., & GORTON M. The Importance of Corporate Reputation for Sustainable Supply Chains: A Systematic Literature Review, Bibliometric Mapping, and Research Agenda. *Journal of Business Ethics*, 2024, 189: 9–34. <https://doi.org/10.1007/s10551-022-05268-x>.
- [35] GOŁATA K. Teoretyczne aspekty pojęcia reputacja [Theoretical Aspects of Reputation]. *Studia Ekonomiczne*, 2013, 157: 185–193.
- [36] DACKO-PIKIEWICZ Z. *Reputation Management and Family Business*. New York: Routledge, 2021. <https://doi.org/10.4324/9781003226215>.
- [37] ZINKO R., FERRIS G., BLASS F., LAIRD M. Toward a Theory of Reputation in Organizations. *Research in Personnel and Human Resources Management*, 2007, 26: 163–204. [https://doi.org/10.1016/S0742-7301\(07\)26004-9](https://doi.org/10.1016/S0742-7301(07)26004-9).
- [38] DA SILVA R.V., & GONNALVES S.M. The Mutually Reinforcing Roles of Trust and Reputation: A Multiple Stakeholder Approach. *SSRN Electronic Journal*, 2013. <https://doi.org/10.2139/ssrn.2380135>.
- [39] JIANG Z., SHIU E., HENNEBERG S., & NAUDE P. Relationship Quality in Business to Business Relationships—Reviewing the Current Literatures and Proposing a New Measurement Model. *Psychology and Marketing*, 2016, 33: 297–313. <https://doi.org/10.1002/mar.20876>.
- [40] VERHOEF P.C., FRANSES P.H., & HOEKSTRA J.C. The impact of satisfaction and payment equity on cross-buying. *Journal of Retailing*, 2001, 77: 359–378. [https://doi.org/10.1016/S0022-4359\(01\)00052-5](https://doi.org/10.1016/S0022-4359(01)00052-5).
- [41] BÉAL M., SABADIE W., & GRÉGOIRE Y. The effects of relationship length on customer profitability after a service recovery. *Marketing Letters*, 2019, 30: 293–305. <https://doi.org/10.1007/s11002-019-09505-8>.
- [42] GÖLGEÇI I., MALAGUENO R., & FEARNE A. Unlocking the link between relationship duration and product De-listing in retail channels: The role of market orientation and brand diffusion. *Industrial Marketing Management*, 2021, 95: 5–16. <https://doi.org/10.1016/j.indmarman.2021.03.006>.
- [43] MINERBO C., KLEINALTENKAMP M., & BRITO L.A.L. Unpacking value creation and capture in B2B relationships. *Industrial Marketing Management*, 2021, 92: 163–177. <https://doi.org/10.1016/j.indmarman.2020.11.011>.
- [44] SHANKA M.S., & BUVIK A. When Does Relational Exchange Matters? Social Bond, Trust and Satisfaction. *Journal of Business-to-Business Marketing*, 2019, 26: 57–74. <https://doi.org/10.1080/1051712X.2019.1565137>.
- [45] TEDJA B., MUSADIEQ M., YULIANTO E., & KUSUMAWATI A. Sustaining Success in B2B Partnerships: Exploring Intention to Continue the Relationship. *Sustainability*, 2024, 16: 4211. <https://doi.org/10.3390/su16104211>.
- [46] THERON E., TERBLANCHE N.S., & BOSHOFF C. Building long-term marketing relationships: New perspectives on B2B financial services. *South African Journal of Business Management*, 2013, 44: 33–46. <https://doi.org/10.4102/sajbm.v44i4.167>.
- [47] MCCARTNEY S., MURPHY C., & MCCARTHY J. 21st century HR: a competency model for the emerging role of HR Analysts. *Personnel Review*, 2021, 50: 1495–1513. <https://doi.org/10.1108/PR-12-2019-0670>.
- [48] ARTHAWATI S.N., & BAHIROH E. Employee Competency Development: The Key to Organisational Success in the 21ST Century. *International Journal of Humanities, Social Sciences and Business*, 2024, 3: 433–441. <https://doi.org/https://socian.my.id/index.php/injoss/article/view/14>.
- [49] ESENYEL V. Corporate Reputation as a Strategic Management Tool: Through the Lens of Employees. *International Journal of Management and Sustainability*, 2020, 9: 24–42. <https://doi.org/10.18488/journal.11.2020.91.24.42>.
- [50] LONG-TOLBERT S.J. *A conceptual framework and empirical tests of the antecedents and consequences of corporate reputation: A study of consumer markets*. Ohio State University, 2000.
- [51] FRYXELL G.E., & WANG J. The Fortune Corporate “Reputation” Index: Reputation for What? *Journal of Management*, 1994, 20: 1–14. <https://doi.org/10.1177/014920639402000101>.
- [52] ONYEBUCHI O. Human Capital Development and Organizational Survival: A Theoretical Review. *International Journal of Management and Sustainability*, 2018, 7: 194–203. <https://doi.org/10.18488/journal.11.2018.74.194.203>.
- [53] BUTLER T.D., ARMSTRONG C., ELLINGER A., & FRANKE G. Employer trustworthiness, worker pride, and camaraderie as a source of competitive advantage. *Journal of Strategy and Management*, 2016, 9: 322–343. <https://doi.org/10.1108/JSMA-07-2015-0058>.
- [54] SCHNEIDER S., & SUNYAEV A. Determinant Factors of Cloud-Sourcing Decisions: Reflecting on the IT Outsourcing Literature in the Era of Cloud Computing. *Journal of Information Technology*, 2016, 31: 1–31. <https://doi.org/10.1057/jit.2014.25>.
- [55] SCHWARZ A., JAYATILAKA B., HIRSCHHEIM R., & GOLES T. A Conjoint Approach to Understanding IT Application Services Outsourcing. *Journal of the Association for Information Systems*, 2009, 10(10): 748–781. <https://doi.org/10.17705/1jais.00209>.
- [56] ANDERSON E.J., COLTMAN T., DEVINNEY T.M., & KEATING B. What drives the choice of a third-party logistics provider? *Journal of Supply Chain Management*, 2011, 47: 97–115. <https://doi.org/10.1111/j.1745-493X.2011.03223.x>.
- [57] MITCHELL V., & HARVEY W.S. *Marketing and Reputation within Professional Service Firms*. vol. 1. Oxford University Press; 2015. <https://doi.org/10.1093/oxfordhb/9780199682393.013.14>.
- [58] YARIMOGLU E.K. A Review on Dimensions of Service Quality Models. *Journal of Marketing Management*, 2014, 2: 7993.
- [59] ESMAEILPOUR M., SAYADI A., & MIRZAEI M. Investigating the impact of service quality dimensions on reputation and brand trust. *International Journal of Business and Economic Sciences Applied Research*, 2017, 10: 7–17.
- [60] ANISMAN H.B., DEWI F.G., & OKTAVIA R. Strategic Management Accounting Information, Service Quality, and Knowledge management to Company Performance: A Literature Review. *Journal of Management, Accounting, General Finance and International Economic*



- Issues*, 2023, 3(2): 339–352. <https://doi.org/10.55047/marginal.v3i2.952>.
- [61] LIN Y.C., LIN M.L., & CHEN Y.C. How Tour Guides' Professional Competencies Influence on Service Quality of Tour Guiding and Tourist Satisfaction: An Exploratory Research. *International Journal of Human Resource Studies*, 2017, 7(1): 1–19. <https://doi.org/10.5296/ijhrs.v7i1.10602>.
- [62] ALSHAMSI A., ALSHURIDEH M., KURDI B. AL., & SALLOUM S.A. The Influence of Service Quality on Customer Retention: A Systematic Review in the Higher Education. *Proceedings of the International Conference on Advanced Intelligent Systems and Informatics*, 2021, pp. 404–416. [https://doi.org/10.1007/978-3-030-58669-0\\_37](https://doi.org/10.1007/978-3-030-58669-0_37).
- [63] NUGROHO S., KEMPA S., & PANJAITAN T. Logistic Service Quality and Customer Satisfaction to Customer Retention on Rice Producer Industry. *SHS Web of Conferences*, 2020, 76: 01048. <https://doi.org/10.1051/shsconf/20207601048>.
- [64] CARRILLAT F.A., JARAMILLO F., & MULKI J.P. Examining the Impact of Service Quality: A Meta-Analysis of Empirical Evidence. *Journal of Marketing Theory and Practice*, 2009, 17: 95–110. <https://doi.org/10.2753/MTP1069-6679170201>.
- [65] PERRY C., CAVAYE A., & COOTE L. Technical and social bonds within business-to-business relationships. *Journal of Business & Industrial Marketing*, 2002, 17: 75–88. <https://doi.org/10.1108/08858620210415217>.
- [66] CHAK C.M. Literature Review on Relationship Building for Community-academic Collaboration in Health Research and Innovation. *MATEC Web of Conferences*, 2018, 215: 02002. <https://doi.org/10.1051/mateconf/201821502002>.
- [67] MORSY H. Buyer-Supplier Relationships and Power Position: Interchanging. *International Journal of Supply and Operations Management*, 2017, 4: 33–52.
- [68] BERRY L.L. Cultivating Service Brand Equity. *Journal of the Academy of Marketing Science*, 2000, 28(1): 128–137. <https://doi.org/10.1177/0092070300281012>.
- [69] BELAYA V., & HANF J.H. The dark and the bright side of power: implications for the management of business-to-business relationships. *Agricultural and Food Economics*, 2016, 4: 18. <https://doi.org/10.1186/s40100-016-0062-9>.
- [70] KIM J., & LENNON S.J. Effects of reputation and website quality on online consumers' emotion, perceived risk and purchase intention. *Journal of Research in Interactive Marketing*, 2013, 7: 33–56. <https://doi.org/10.1108/17505931311316734>.
- [71] WALSH G., SCHAARSCHMIDT M., & IVENS S. Effects of customer-based corporate reputation on perceived risk and relational outcomes: empirical evidence from gender moderation in fashion retailing. *Journal of Product & Brand Management*, 2017, 26: 227–238. <https://doi.org/10.1108/JPBM-07-2016-1267>.
- [72] ANDRIANA R., SAPARSO, FITRIO T., EMMYWATI, & BADARUDDIN. Assessing the relationship between corporate reputation, customer satisfaction, behavioral intentions and customer loyalty. *International Journal of Innovation, Creativity and Change*, 2019, 9: 183–199. <https://doi.org/http://repository.stiemahardhika.ac.id/id/eprint/2815>.
- [73] ISLAM T., ISLAM R., PITAFI A.H., XIAOBEI L., REHMANI M., IRFAN M., & MUBARIK M.S. The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Substantiable Production and Consumption*, 2021, 25: 123–135. <https://doi.org/10.1016/j.spc.2020.07.019>.
- [74] THAM K.W., DASTANE O., JOHARI Z., & ISMAIL N.B. Perceived Risk Factors Affecting Consumers' Online Shopping Behavior. *The Journal of Asian Finance, Economics and Business*, 2019, 6: 246–260. <https://doi.org/10.13106/jafeb.2019.vol6.no4.249>.
- [75] LAINAMNGERN S., & SAWMONG S. How customer relationship management, perceived risk, perceived service quality, and passenger trust affect a full-service airline's passenger satisfaction. *Journal of Business & Retail Management Research*, 2019, 13: 160–176. <https://doi.org/10.24052/JBRMR/V13IS03/ART-15>.
- [76] CHAUDHARY S., DHIR A., FERRARIS A., & BERTOLDI B. Trust and reputation in family businesses: A systematic literature review of past achievements and future promises. *Journal of Business Research*, 2021, 137: 143–161. <https://doi.org/10.1016/j.jbusres.2021.07.052>.
- [77] ROBSON M.J., KATSIKEAS C.S., & BELLO D.C. Drivers and Performance Outcomes of Trust in International Strategic Alliances: The Role of Organizational Complexity. *Organization Science*, 2008, 19: 647–665. <https://doi.org/10.1287/orsc.1070.0329>.
- [78] PAPAROIDAMIS N.G., KATSIKEAS C.S., & CHUMPITAZ R. The role of supplier performance in building customer trust and loyalty: A cross-country examination. *Industrial Marketing Management*, 2019, 78: 183–197. <https://doi.org/10.1016/j.indmarman.2017.02.005>.
- [79] SIEMIENIAKO D., & MITRĘGA M. Improving power position with regard to non-mediated power sources – The supplier's perspective. *Industrial Marketing Management*, 2018, 70: 90–100. <https://doi.org/10.1016/j.indmarman.2017.08.013>.
- [80] MERO J., VANNINEN H., & KERÄNEN J. B2B influencer marketing: Conceptualization and four managerial strategies. *Industrial Marketing Management*, 2023, 108: 79–93. <https://doi.org/10.1016/j.indmarman.2022.10.017>.
- [81] EWING M.T., CARUANA A., & LOY E.R. Corporate reputation and perceived risk in professional engineering services. *Corporate Communications: An International Journal*, 1999, 4: 121–128. <https://doi.org/10.1108/13563289910288320>.
- [82] MARAKANON L., & PANJAKAJORNSAK V. Perceived quality, perceived risk and customer trust affecting customer loyalty of environmentally friendly electronics products. *Kasetsart Journal of Social Sciences*, 2017, 38: 24–30. <https://doi.org/10.1016/j.kjss.2016.08.012>.
- [83] SHAHIN A., & DABESTANI R. Correlation Analysis of Service Quality Gaps in a Four-Star Hotel in Iran. *International Business Research*, 2010, 3(3): 40. <https://doi.org/10.5539/ibr.v3n3p40>.
- [84] WILSON A., ZEITHAML V., BITNER M.J., & GREMLER D. *Services Marketing: Integrating Customer Focus across the Firm*. Third Edition. New York: McGraw-Hill Education; 2016.
- [85] KHOO K.L. A study of service quality, corporate image, customer satisfaction, revisit intention and word-of-mouth: evidence from the KTV industry. *PSU Research*

- Review*, 2022, 6: 105–119. <https://doi.org/10.1108/PRR-08-2019-0029>.
- [86] ARIFIN M.Z., & IMANULLAH R. The Influence of Service Quality on Company Reputation. *INCOME: Innovation of Economics and Management*, 2021, 1: 22–25. <https://doi.org/10.32764/income.v1i1.1720>.
- [87] LI N., LI F., & LIU C. Do buyer protection mechanisms help sellers? A model of seller competition in the presence of online reputation systems. *Advanced Engineering Informatics*, 2024, 59: 102327. <https://doi.org/10.1016/j.aei.2023.102327>.
- [88] DAVIS D.F., GOLICIC S.L., & MARQUARDT A.J. Branding a B2B service: Does a brand differentiate a logistics service provider? *Industrial Marketing Management*, 2008, 37: 218–227. <https://doi.org/10.1016/j.indmarman.2007.02.003>.
- [89] ELLINGER A.E., & ELLINGER A.D. Leveraging human resource development expertise to improve supply chain managers' skills and competencies. *European Journal of Training and Development*, 2013, 38: 118–135. <https://doi.org/10.1108/EJTD-09-2013-0093>.
- [90] LIBONI L.B., CEZARINO L.O., JABBOUR C.J.C., OLIVEIRA B.G., & STEFANELLI N.O. Smart industry and the pathways to HRM 4.0: implications for SCM. *Supply Chain Management: An International Journal*, 2019, 24: 124–146. <https://doi.org/10.1108/SCM-03-2018-0150>.
- [91] SHET S.V., PATIL S.V., & CHANDAWARKAR M.R. Competency based superior performance and organizational effectiveness. *International Journal of Productivity and Performance Management*, 2019, 68: 753–773. <https://doi.org/10.1108/IJPPM-03-2018-0128>.
- [92] TARIGAN Z.J.H., SIAGIAN H., BASANA S.R., & JIE F. Effect of Key User Empowerment, Purchasing Strategy, Process Integration, Production System to Operational Performance. *E3S Web of Conferences*, 2019, 130: 01042. <https://doi.org/10.1051/e3sconf/201913001042>.
- [93] VENKAT V.V., KHAN S.R.K., GORKHE M.D., REDDY K.S., & RAO S.S.P. Fostering Talent Stability: A Study on Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry. *Remittances Review*, 2023, 8: 2300–2328.
- [94] O'CASS A., & NGO L.V. Creating superior customer value for B2B firms through supplier firm capabilities. *Industrial Marketing Management*, 2012, 41: 125–135. <https://doi.org/10.1016/j.indmarman.2011.11.018>.
- [95] MIREMADI A., YOUSEFIAN M., BABAKHANI N., & FOTOOHI H. Importance of the Corporate Reputation in B2B Context in Iran: An Empirical Study. *International Journal of Marketing Studies*, 2011, 3: 146–157. <https://doi.org/10.5539/ijms.v3n4p146>.
- [96] DONEY P.M., & CANNON J.P. An Examination of the Nature of Trust in Buyer–Seller Relationships. *Journal of Marketing*, 1997, 61: 35–51. <https://doi.org/10.1177/002224299706100203>.
- [97] GANESAN S. Determinants of Long-Term Orientation in Buyer-Seller Relationships. *Journal of Marketing*, 1994, 58: 1–19. <https://doi.org/10.2307/1252265>.
- [98] CHILDERHOUSE P., LUO W., BASNET C., & AHN H.J. Evolution of Inter-Firm Relationships: A Study of Supplier-Logistical Services Provider-Customer Triads. *The International Journal of Industrial Engineering: Theory, Applications and Practice*, 2013, 20(1-2): 126–140.
- [99] WAGNER S.M., COLEY L.S., & LINDEMANN E. Effects of suppliers' reputation on the future of buyer-supplier relationships: The mediating roles of outcome fairness and trust. *Journal of Supply Chain Management*, 2011, 47: 29–48. <https://doi.org/10.1111/j.1745-493X.2011.03225.x>.
- [100] GUO Z. A Study on the Core Competence of the Third Party Logistics Enterprises - Taking Rongqing Logistics as an Example. *International Journal of Academic Research in Business and Social Sciences*, 2017, 7: 222–232. <https://doi.org/10.6007/IJARBS/v7-i5/2894>.
- [101] BOSHOFF C., & ALLEN J. The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management*, 2000, 11: 63–90. <https://doi.org/10.1108/09564230010310295>.
- [102] BARNEY J. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 1991, 17: 99–120. <https://doi.org/10.1177/014920639101700108>.
- [103] AZMI I.A.G., AHMAD Z.A., & ZAINUDDIN Y. Competency-Based pay and service quality: An empirical study of Malaysian public organisations. *Asian Academy of Management Journal*, 2009, 14(1): 21–36.
- [104] ALSHURIDEH M.T. Is Customer Retention Beneficial for Customers: A Conceptual Background. *Journal of Research in Marketing*, 2016, 5: 382. <https://doi.org/10.17722/jorm.v5i3.126>.
- [105] DANESH S.N., NASAB S.A., & LING K.C. The Study of Customer Satisfaction, Customer Trust and Switching Barriers on Customer Retention in Malaysia Hypermarkets. *International Journal of Business and Management*, 2012, 7: 141–150. <https://doi.org/10.5539/ijbm.v7n7p141>.
- [106] LIANG C.J., & WANG W.H. The behavioral sequence of the financial services industry in Taiwan: Service quality, relationship quality and behavioral loyalty. *The Service Industries Journal*, 2006, 26: 119–145. <https://doi.org/10.1080/02642060500369131>.
- [107] UVET H. Importance of Logistics Service Quality in Customer Satisfaction: An Empirical Study. *Operations and Supply Chain Management: An International Journal*, 2020, 13: 1–10. <https://doi.org/10.31387/oscm0400248>.
- [108] CRAVENS D.W., GRANT K., INGRAM T.N., LAFORGE R.W., & YOUNG C. In Search of Excellent Sales Organizations. *European Journal of Marketing*, 1992, 26: 6–23. <https://doi.org/10.1108/03090569210007765>.
- [109] SRINIVASAN M., SRIVASTAVA P., & IYER K.N.S. An empirical model of salesperson competence, buyer-seller trust and collaboration: the moderating role of technological turbulence and product complexity. *Journal of Marketing Theory and Practice*, 2020, 28: 447–459. <https://doi.org/10.1080/10696679.2020.1781539>.
- [110] FRAZIER G.L., & SUMMERS J.O. Interfirm Influence Strategies and Their Application within Distribution Channels. *Journal of Marketing*, 1984, 48: 43–55. <https://doi.org/10.2307/1251328>.
- [111] MATHEW N., JAVALGI R., DIXIT A., & GROSS A. Drivers of emerging market professional service firm success: the role of internal firm competencies and capabilities. *Management Research Review*, 2021, 44: 547–567. <https://doi.org/10.1108/MRR-01-2020-0026>.
- [112] SYAHFUDIN E., & RUSWANTI E. The Impact of Service Quality and Brand Image on Customer Loyalty

Mediated by Customer Satisfaction: in Indonesia Banking Industry. *Journal Faculty of Economic, Esa Unggul University, Jakarta* 2015: 1–12.

[113] TUCKER L., & MELEWAR T.C. Corporate Reputation and Crisis Management: The Threat and Manageability of Anti-corporatism. *Corporate Reputation Review*, 2005, 7: 377–387. <https://doi.org/10.1057/palgrave.crr.1540233>.

[114] VILLENA-MANZANARES F., & SOUTO-PÉREZ J.E. Sustainability, innovative orientation and export performance of manufacturing SMEs: An empirical analysis of the mediating role of corporate image. *Journal of Industrial Engineering and Management*, 2016, 9: 1532. <https://doi.org/10.3926/jiem.1532>.

[115] WALSH G., & BEATTY S.E. Customer-based corporate reputation of a service firm: scale development and validation. *Journal of the Academy of Marketing Science*, 2007, 35: 127–143. <https://doi.org/10.1007/s11747-007-0015-7>.

[116] BARNEY J.B., KETCHEN D.J., & WRIGHT M. The Future of Resource-Based Theory: Revitalization or Decline. *Journal of Management*, 2011, 37: 1299–1315. <https://doi.org/10.1177/0149206310391805>.

[117] CHIU W., LEE K.Y., & WON D. Consumer behavior toward counterfeit Sporting Goods. *Social Behavior and Personality: An International Journal*, 2014, 42: 615–624. <https://doi.org/10.2224/sbp.2014.42.4.615>.

[118] KLEIJNEN M., LEE N., & WETZELS M. An exploration of consumer resistance to innovation and its antecedents. *Journal of Economic Psychology*, 2009, 30: 344–357. <https://doi.org/10.1016/j.joep.2009.02.004>.

[119] WALSH G., BARTIKOWSKI B., & BEATTY S.E. Impact of Customer-based Corporate Reputation on Non-monetary and Monetary Outcomes: The Roles of Commitment and Service Context Risk. *British Journal of Management*, 2014, 25: 166–185. <https://doi.org/10.1111/j.1467-8551.2012.00845.x>.

[120] FOMBRUN C., & SHANLEY M. What's in a name? reputation building and corporate strategy. *Academy of Management Journal*, 1990, 33: 233–258. <https://doi.org/10.2307/256324>.

[121] GÜRHAN-CANLI Z., & BATRA R. When Corporate Image Affects Product Evaluations: The Moderating Role of Perceived Risk. *Journal of Marketing Research*, 2004, 41: 197–205. <https://doi.org/10.1509/jmkr.41.2.197.28667>.

[122] FEATHERMAN M., JIA S., CALIFF C.B., & HAJLI N. The impact of new technologies on consumers beliefs: Reducing the perceived risks of electric vehicle adoption. *Technological Forecasting and Social Change*, 2021, 169: 120847. <https://doi.org/10.1016/j.techfore.2021.120847>.

[123] JALILVAND M.R., VOSTA L.N., MAHYARI H.K., & POOL J.K. Social responsibility influence on customer trust in hotels: mediating effects of reputation and word-of-mouth. *Tourism Review*, 2017, 72: 1–14. <https://doi.org/10.1108/TR-09-2016-0037>.

[124] RASOOLIMANESH S.M., TAN P.L., NEJATI M., & SHAFAEI A. Corporate social responsibility and brand loyalty in private higher education: mediation assessment of brand reputation and trust. *Journal of Marketing for Higher Education*, 2024, 34: 156–177. <https://doi.org/10.1080/08841241.2021.1973645>.

[125] ERKMEN E., & HANCER M. Building brand relationship for restaurants. *International Journal of Contemporary Hospitality Management*, 2019, 31: 1469–1487. <https://doi.org/10.1108/IJCHM-08-2017-0516>.

[126] GIELENS K., GEYSKENS I., DELEERSNYDER B., & NOHE M. The New Regulator in Town: The Effect of Walmart's Sustainability Mandate on Supplier Shareholder Value. *Journal of Marketing*, 2018, 82: 124–141. <https://doi.org/10.1509/jm.16.0276>.

[127] CHENG B.L., GAN C.C., IMRIE B.C., & MANSORI S. Service recovery, customer satisfaction and customer loyalty: evidence from Malaysia's hotel industry. *International Journal of Quality and Service Sciences*, 2019, 11: 187–203. <https://doi.org/10.1108/IJQSS-09-2017-0081>.

[128] WANG L. Research on the Impact of E-commerce to Logistics Economy: An Empirical Analysis based on Zhengzhou Airport Logistics. *International Journal of Security and Its Applications*, 2015, 9: 275–286. <https://doi.org/10.14257/ijasia.2015.9.10.25>.

[129] SRIVASTAVA R., ARUN J., & PATEL D.K. Amalgamating the Service Quality Aspect in Supply Chain Management. *2019 International Conference on Automation, Computational and Technology Management*, IEEE; 2019, 63–67. <https://doi.org/10.1109/ICACTM.2019.8776839>.

[130] OLIVER R.L. A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 1980, 17: 460–469. <https://doi.org/10.1177/002224378001700405>.

[131] EL-ADLY M.I., & EID R. An empirical study of the relationship between shopping environment, customer perceived value, satisfaction, and loyalty in the UAE malls context. *Journal of Retailing and Consumer Services*, 2016, 31: 217–227. <https://doi.org/10.1016/j.jretconser.2016.04.002>.

[132] KESHAVARZ Y., & JAMSHIDI D. Service quality evaluation and the mediating role of perceived value and customer satisfaction in customer loyalty. *International Journal of Tourism Cities*, 2018, 4: 220–244. <https://doi.org/10.1108/IJTC-09-2017-0044>.

[133] EID R. Integrating Muslim Customer Perceived Value, Satisfaction, Loyalty and Retention in the Tourism Industry: An empirical study. *International Journal of Tourism Research*, 2015, 17: 249–260. <https://doi.org/10.1002/jtr.1982>.

[134] MWENCHANG P.M., MUATHE S.M., & THUO J.K. Effect of Perceived Attributes, Perceived Risk and Perceived Value on Usage of Online Retailing Services. *Journal of Management Research*, 2014, 6(2): 140. <https://doi.org/10.5296/jmr.v6i2.5224>.

[135] OLIVER R.L. Whence Consumer Loyalty? *Journal of Marketing*, 1999, 63: 33–44. <https://doi.org/10.1177/00222429990634s105>.

[136] LAM S.Y., SHANKAR V., ERRAMILI M.K., & MURTHY B. Customer Value, Satisfaction, Loyalty, and Switching Costs: An Illustration from a Business-to-Business Service Context. *Journal of the Academy of Marketing Science*, 2004, 32: 293–311. <https://doi.org/10.1177/0092070304263330>.

[137] DICK A.S., & BASU K. Customer Loyalty: Toward an Integrated Conceptual Framework. *Journal of the Academy of Marketing Science*, 1994, 22: 99–113. <https://doi.org/10.1177/0092070394222001>.

- [138] MCEVILY B., PERRONE V., & ZAHEER A. Trust as an Organizing Principle. *Organization Science*, 2003, 14: 91–103. <https://doi.org/10.1287/orsc.14.1.91.12814>.
- [139] DYER J.H., & CHU W. The Role of Trustworthiness in Reducing Transaction Costs and Improving Performance: Empirical Evidence from the United States, Japan, and Korea. *Organization Science*, 2003, 14: 57–68. <https://doi.org/10.1287/orsc.14.1.57.12806>.
- [140] DAPIRAN G.P., & HOGARTH-SCOTT S. Are co-operation and trust being confused with power? An analysis of food retailing in Australia and the UK. *International Journal of Retail & Distribution Management*, 2003, 31: 256–267. <https://doi.org/10.1108/09590550310472424>.
- [141] TAHA A., & REYNOLDS P.L. The Role of Switching Cost in Third-Party Logistics. *International Journal of Advanced Operations Management*, 2024, 16: 10065330. <https://doi.org/10.1504/IJAOM.2025.10065330>.
- [142] LEE K.L., & LOW G.T. The Exercise of Social Power and the Effect of Ethnicity: Evidence from Malaysian's Industrial Companies. *International Business Research*, 2009, 1: 53–65. <https://doi.org/10.5539/ibr.v1n2p53>.
- [143] LEONIDOU L.C., PALIHAWADANA D., CHARI S., & LEONIDOU C.N. Drivers and outcomes of importer adaptation in international buyer–seller relationships. *Journal of World Business*, 2011, 46: 527–543. <https://doi.org/10.1016/j.jwb.2010.10.013>.
- [144] ACHMAD Z.A., & SAWITRI D.K. Qualitative study of the AD clear destination London as an effective media of promotion” (A study of a football player as a celebrity endorser of the referent power evaluation). *Proceedings of the 3rd International Conference on Urban Mobility at: Universitas Airlangga*, Surabaya, 2012, pp. 347–352.
- [145] KNEMEYER A.M., & MURPHY P.R. Exploring the Potential Impact of Relationship Characteristics and Customer Attributes on the Outcomes of Third-party Logistics Arrangements. *Transportation Journal*, 2005, 44: 5–19. <https://doi.org/10.5325/transportationj.44.1.0005>.
- [146] DING M.J. *Factors Affecting Logistics Service Competencies: An Empirical Study of Logistics Service Providers in China*. RMIT University, 2011.
- [147] CHO J.J., OZMENT J., & SINK H. Logistics capability, logistics outsourcing and firm performance in an e-commerce market. *International Journal of Physical Distribution & Logistics Management*, 2008, 38: 336–359. <https://doi.org/10.1108/09600030810882825>.
- [148] JUGA J., JUNTUNEN J., & GRANT D.B. Service quality and its relation to satisfaction and loyalty in logistics outsourcing relationships. *Managing Service Quality: An International Journal*, 2010, 20: 496–510. <https://doi.org/10.1108/09604521011092857>.
- [149] KAMBLE S.S., RAUT R.D., & DHUME S.M. Validating the Logistics Service Quality (LSQ) Scale in Indian Logistics Industry. *2010 International Conference on Business and Economics Research*, Kaula Lumpur, Malaysia: 2011, pp. 81–85.
- [150] TSAI M., LIAO C., & HAN C. Risk perception on logistics outsourcing of retail chains: model development and empirical verification in Taiwan. *Supply Chain Management: An International Journal*, 2008, 13: 415–424. <https://doi.org/10.1108/13598540810905679>.
- [151] FORNELL C., & LARCKER D.F. Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 1981, 18: 39. <https://doi.org/10.2307/3151312>.
- [152] SHARABI M. Today's quality is tomorrow's reputation (and the following day's business success). *Total Quality Management & Business Excellence*, 2014, 25: 183–197. <https://doi.org/10.1080/14783363.2013.858877>.
- [153] SAPALOGLU I., & CICEK I. The Role of Quality Management Applications for Corporate Reputation. *Advances in Global Services and Retail Management*, 2021, 2: 1–14. <https://doi.org/10.5038/9781955833035>.
- [154] KOTABE M., MARTIN X., & DOMOTO H. Gaining from vertical partnerships: knowledge transfer, relationship duration, and supplier performance improvement in the U.S. and Japanese automotive industries. *Strategic Management Journal*, 2003, 24: 293–316. <https://doi.org/10.1002/smj.297>.
- [155] BAHLI B., & RIVARD S. Validating measures of information technology outsourcing risk factors\*1. *Omega (Westport)*, 2005, 33: 175–187. <https://doi.org/10.1016/j.omega.2004.04.003>.
- [156] SU N., & LEVINA N. Global Multisourcing Strategy: Integrating Learning from Manufacturing into IT Service Outsourcing. *IEEE Transactions on Engineering Management*, 2011, 58: 717–729. <https://doi.org/10.1109/TEM.2010.2090733>.
- [157] CHENET P., DAGGER T.S., & O'SULLIVAN D. Service quality, trust, commitment and service differentiation in business relationships. *Journal of Services Marketing*, 2010, 24: 336–346. <https://doi.org/10.1108/08876041011060440>.
- [158] PALMATIER R.W., DANT R.P., GREWAL D., & EVANS K.R. Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis. *Journal of Marketing*, 2006, 70: 136–153. <https://doi.org/10.1509/jmkg.70.4.136>.
- [159] GAUDENZI B., CONFENTE I., & RUSSO I. Logistics service quality and customer satisfaction in B2B relationships: a qualitative comparative analysis approach. *The TQM Journal*, 2020, 33: 125–140. <https://doi.org/10.1108/TQM-04-2020-0088>.
- [160] MURALI S., PUGAZHENDHI S., & MURALIDHARAN C. Modelling and Investigating the relationship of after sales service quality with customer satisfaction, retention and loyalty – A case study of home appliances business. *Journal of Retailing and Consumer Services*, 2016, 30: 67–83. <https://doi.org/10.1016/j.jretconser.2016.01.001>.
- [161] PFEFFER J. *Managing with Power: Politics and Influence in Organizations*. Boston: Harvard Business School Press; 1992.
- [162] HELM S., EGGERT A., GARNEFELD I. Modeling the Impact of Corporate Reputation on Customer Satisfaction and Loyalty Using Partial Least Squares. *Handbook of Partial Least Squares*, Berlin, Heidelberg: Springer Berlin Heidelberg; 2010, pp. 515–534. [https://doi.org/10.1007/978-3-540-32827-8\\_23](https://doi.org/10.1007/978-3-540-32827-8_23).
- [163] RICHARD J.E., & ZHANG A. Corporate image, loyalty, and commitment in the consumer travel industry. *Journal of Marketing Management*, 2012, 28: 568–593. <https://doi.org/10.1080/0267257X.2010.549195>.

[164] HELM S., & TOLSDORF J. How Does Corporate Reputation Affect Customer Loyalty in a Corporate Crisis? *Journal of Contingencies and Crisis Management*, 2013, 21: 144–152. <https://doi.org/10.1111/1468-5973.12020>.

[165] NGUYEN N., & LEBLANC G. Corporate image and corporate reputation in customers' retention decisions in services. *Journal of Retailing and Consumer Services*, 2001, 8: 227–236. [https://doi.org/10.1016/S0969-6989\(00\)00029-1](https://doi.org/10.1016/S0969-6989(00)00029-1).

## 参考文献:

- [1] TIKKANEN I. 和 JAAKKOLA L. 可持续价值链活动实现可持续食品服务：芬兰案例研究。《酒店与旅游洞察杂志》，2019，2：409–424。  
<https://doi.org/10.1108/JHTI-12-2018-0086>。
- [2] REZA S.、MUBARIK M.S.、NAGHAVI N. 和 NAWAZ R.R. 关系营销和第三方物流：来自酒店业的证据。《酒店与旅游洞察杂志》，2020，3：371–393。  
<https://doi.org/10.1108/JHTI-07-2019-0095>。
- [3] ARYEE S.、KIM T.-Y.、ZHOU Q. 和 RYU S. 海拔拔客户服务：授权领导的影响。国际当代酒店管理杂志，2019，31：3722–3741。  
<https://doi.org/10.1108/IJCHM-11-2018-0900>。
- [4] MUBARIK M.S.、NAGHAVI N. 和 MUBARAK M.F. 供应商关系资本对巴基斯坦纺织业供应链绩效的影响。亚洲经济与金融评论，2019，9：318–328。  
<https://doi.org/10.18488/journal.aefr.2019.93.318.328>。
- [5] TAHA A. 和 REYNOLDS P.L. 第三方物流中的力量。运营与供应链管理：国际期刊，2023，16(3)：352–364。  
<https://doi.org/10.31387/oscm0540395>。
- [6] ALSHURIDEH D.M. 电子忠诚度计划是否仍会推动客户选择和重复购买行为。国际电子客户关系管理杂志，2019，12：40。  
<https://doi.org/10.1504/IJECRM.2019.098980>。
- [7] DASANAYAKA S.W.S.B.、AL SERHAN O.、GLAMBOSKY M. 和 GLEASON K. 企业对企业关系：考察斯里兰卡电信运营商和供应商。商业与工业营销杂志，2020，35：1069–1087。  
<https://doi.org/10.1108/JBIM-06-2019-0303>。
- [8] VEH A.、GÖBEL M. 和 VOGEL R. 管理研究中的企业声誉：文献综述和概念评估。商业研究，2019，12：315–353。  
<https://doi.org/10.1007/s40685-018-0080-4>。
- [9] CORTEZ R.M.、GILLILAND D.I. 和 JOHNSTON W.J. 重新审视企业对企业广告理论。工业营销管理，2020，89：642–656。  
<https://doi.org/10.1016/j.indmarman.2019.03.012>。
- [10] GOUNARIS S.P. 和 VENETIS K. 工业服务关系中的信任：行为后果、前因和关系持续时间的调节作用。《服务营销杂志》，2002，16：636–655。  
<https://doi.org/10.1108/08876040210447351>。
- [11] ANDERSON E. 和 WEITZ B. 传统工业渠道二元组中连续性的决定因素。《营销科学》，1989，8：310–323。  
<https://doi.org/10.1287/mksc.8.4.310>。
- [12] ZINKO R.、FERRIS G.R.、HUMPHREY S.E. 和 MEYER C.J.、AIME F. 组织中的个人声誉：两项研究的建设性复制和前因与后果的扩展。《职业与组织心理学杂志》，2012，85(1)：156–180。  
<https://doi.org/10.1111/j.2044-8325.2010.02017.x>。
- [13] HARIADI D.P.A.、MUHAMMAD M.N. 和 FALEFI R.P. 人才管理和知识管理对绩效的影响作为中介变量：PT Taspen (Persero) 员工案例研究。国际组织创新杂志，2020，13：160–177。
- [14] PHI H.D. 和 HUONG D.P. 服务质量对客户忠诚度的影响：客户满意度和银行业企业声誉的中介作用。欧亚商业与管理杂志，2023，11：1–16。  
<https://doi.org/10.15604/ejbm.2023.11.01.001>。
- [15] LI M.、SOUFFO C.D.、LUCIEN K.A.、TEMGOUA F.T.D.、YULONG J. 和 YANG Y. 物流服务质量对客户满意度的影响：来自喀麦隆的证据。国际经济、商业和管理杂志，2019，7：333–351。
- [16] POLITIS Y.、GIOVANIS A.、BINIORIS S. 物流服务质量及其对制造企业供应链中客户满意度的影响。管理建模杂志，2014，9：215–237。  
<https://doi.org/10.1108/JM2-05-2012-0016>。
- [17] WEI C.-L. 和 HO C.-T. 探索服务提供商声誉和能力在影响服务质量感知和外包意向方面的信号作用。《组织与最终用户计算杂志》，2019，31：86–109。  
<https://doi.org/10.4018/JOEUC.2019010105>。
- [18] BOYD B.K.、BERGH D.D. 和 KETCHEN D.J. 重新考虑声誉与绩效的关系：基于资源的观点。《管理杂志》，2010，36：588–609。  
<https://doi.org/10.1177/0149206308328507>。
- [19] FATMAWATI I. 和 FAUZAN N. 通过企业社会责任建立客户信任：企业声誉和口碑的影响。亚洲金融经济与商业杂志，2021，8：793–805。

- [20] HADI D.P., 和 INDRADEWA R. 服务质量对企业声誉、客户满意度和忠诚度的影响。多学科学术杂志, 2019, 3 : 51-56.
- [21] KHAN R.U., SALAMZADEH Y. 和 IQBAL Q., YANG S. 客户关系管理和公司声誉对客户忠诚度的影响 : 客户满意度的中介作用。《关系营销杂志》, 2022, 21 : 1-26. <https://doi.org/10.1080/15332667.2020.1840904>
- [22] ISKANDAR R.P., HARTOYO H 和 YULIANTI L.N. 服务质量和营销组合对客户满意度和信任在建立忠诚度方面的影响 : PT. Farmsco 饲料印度尼西亚的 B2B 客户。《农业管理和农业杂志》2023, 20 : 236-245. <https://doi.org/10.17358/jma.20.2.236>.
- [23] BLOIS K. 和 LACOSTE S. 企业对企业关系中的权力——一些解释问题。第 25 届 IMP 会议, 法国马赛 : 2013.
- [24] LUNENBURG F.C. 权力与领导力 : 影响过程。国际管理、商业和管理杂志, 2012, 15 : 1-9.
- [25] KHASBULLOH A.H.K. 和 SUPARNA G. 感知风险和感知价值通过客户满意度作为 Bukalapak 用户的中介变量对客户忠诚度的影响。欧洲商业与管理研究杂志, 2022, 7 : 22-28. <https://doi.org/10.24018/ejbm.2022.7.4.1472>.
- [26] LAO S.I., CHOY K.L., HO G.T.S., TSIM Y.C. 和 CHUNG N.S.H. 供应链网络成功因素的确定 : 香港制造商的视角。《衡量商业卓越》, 2011, 15 : 34-48. <https://doi.org/10.1108/13683041111113231>.
- [27] SAURA I.G., FRANCÉS D.S., CONTRÍ G.B. 和 BLASCO M.F. 物流服务质量 : 忠诚度的新途径。《工业管理与数据系统》, 2008, 108 : 650-668. <https://doi.org/10.1108/02635570810876778>.
- [28] VLACHOS I. 国际第三方物流服务提供商的客户忠诚度。在 ROSSI P. (Ed.) 娱乐与分析融合的营销中, 2017, 第 671-685 页。Springer, Cham. [https://doi.org/10.1007/978-3-319-47331-4\\_128](https://doi.org/10.1007/978-3-319-47331-4_128).
- [29] BINH T. V., 和 KIEN N.T. 影响第三方物流供应商选择的因素。中美商业评论, 2016, 15 : 616-627. <https://doi.org/10.17265/1537-1514/2016.12.004>.
- [30] BHATNAGAR R., SOHAL A.S. 和 MILLEN R. 第三方物流服务 : 新加坡视角。国际实物配送与物流管理杂志, 1999, 29 : 569-587. <https://doi.org/10.1108/09600039910287529>.
- [31] DADASHPOUR I. 和 BOZORGI-AMIRI A. 使用 D 分层次过程对可持续第三方物流供应商进行评估和排名。国际工程杂志, 2020, 33 : 2233-2244. <https://doi.org/10.5829/ije.2020.33.11b.15>.
- [32] EJEM E.A., UKA C.M., DIKE D.N., IKEOGU C.C., IGBOANUSI C.C. 和 CHUKWU O.E. 使用多标准决策模型评估和选择尼日利亚第三方物流服务提供商。LOGI——运输和物流科学杂志, 2021, 12 : 135-146. <https://doi.org/10.2478/logi-2021-0013>.
- [33] HUANG P-L., LEE B.C.Y. 和 CHEN C-C. 服务质量对 B2B 技术服务行业客户满意度和忠诚度的影响。全面质量管理与卓越业务, 2019, 30 : 1449-1465. <https://doi.org/10.1080/14783363.2017.1372184>.
- [34] BERLEPSCH D. V., LEMKE F. 和 GORTON M. 企业声誉对可持续供应链的重要性 : 系统文献综述、文献计量映射和研究议程。《商业伦理杂志》, 2024, 189 : 9-34. <https://doi.org/10.1007/s10551-022-05268-x>.
- [35] GOLATA K. 声誉理论方面。《经济学研究》, 2013, 157 : 185-193.
- [36] DACKO-PIKIEWICZ Z. 声誉管理与家族企业。纽约 : 劳特利奇, 2021. <https://doi.org/10.4324/9781003226215>.
- [37] ZINKO R., FERRIS G., BLASS F., LAIRD M. 组织声誉理论。人事与人力资源管理研究, 2007, 26 : 163-204. [https://doi.org/10.1016/S0742-7301\(07\)26004-9](https://doi.org/10.1016/S0742-7301(07)26004-9).
- [38] DA SILVA R.V. 和 GONNALVES S.M. 信任和声誉的相互促进作用 : 多利益相关者方法。SSRN 电子杂志, 2013. <https://doi.org/10.2139/ssrn.2380135>.
- [39] JIANG Z., SHIU E., HENNEBERG S. 和 NAUDE P. 企业对企业关系中的关系质量——回顾当前文献并提出新的测量模型。《心理学与营销》, 2016, 33 : 297-313. <https://doi.org/10.1002/mar.20876>.
- [40] VERHOEF P.C., FRANSES P.H. 和 HOEKSTRA J.C. 满意度和支付公平对交叉购买的影响。《零售杂志》, 2001, 77 : 359-378. [https://doi.org/10.1016/S0022-4359\(01\)00052-5](https://doi.org/10.1016/S0022-4359(01)00052-5).
- [41] BÉAL M., SABADIE W. 和 GRÉGOIRE Y. 关系长度对服务恢复后客户盈利能力的影响。《营销快报》, 2019, 30 : 293-305. <https://doi.org/10.1007/s11002-019-09505-8>.
- [42] GÖLGEÇI I., MALAGUENO R. 和 FEARNE A. 解开关系持续时间与零售渠道产品下架之间的联系 : 市场导

- 向和品牌传播的作用。《工业营销管理》，2021，95：5-16。  
<https://doi.org/10.1016/j.indmarman.2021.03.006>。
- [43] MINERBO C.、KLEINALTENKAMP M. 和 BRITO L.A.L. 解读 B2B 关系中的价值创造和获取。《工业营销管理》，2021，92：163-177。  
<https://doi.org/10.1016/j.indmarman.2020.11.011>。
- [44] SHANKA M.S. 和 BUVIK A. 关系交换何时重要？社会纽带、信任和满意度。《企业对企业营销杂志》，2019，26：57-74。  
<https://doi.org/10.1080/1051712X.2019.1565137>。
- [45] TEDJA B.、MUSADIEQ M.、YULIANTO E. 和 KUSUMAWATI A. 维持 B2B 合作伙伴关系的成功：探索继续建立关系的意图。《可持续性》，2024，16：4211。  
<https://doi.org/10.3390/su16104211>。
- [46] THERON E.、TERBLANCHE N.S. 和 BOSHOFF C. 建立长期营销关系：B2B 金融服务的新视角。《南非商业管理杂志》，2013，44：33-46。  
<https://doi.org/10.4102/sajbm.v44i4.167>。
- [47] MCCARTNEY S.、MURPHY C. 和 MCCARTHY J. 21 世纪人力资源：人力资源分析师新兴角色的能力模型。《人事评论》，2021，50：1495-1513。  
<https://doi.org/10.1108/PR-12-2019-0670>。
- [48] ARTHAWATI S.N. 和 BAHIROH E. 员工能力发展：21 世纪组织成功的关键。《国际人文、社会科学和商业杂志》，2024，3：433-441。  
<https://doi.org/https://socian.my.id/index.php/injoss/article/view/14>。
- [49] ESENYEL V. 企业声誉作为战略管理工具：从员工的角度看。《国际管理与可持续发展杂志》，2020，9：24-42。  
<https://doi.org/10.18488/journal.11.2020.91.24.42>
- [50] LONG-TOLBERT S.J. 企业声誉前因和后果的概念框架和实证检验：一项消费市场研究。俄亥俄州立大学，2000。
- [51] FRYXELL G.E.，和 WANG J. 《财富》企业“声誉”指数：声誉为何？《管理杂志》，1994，20：1-14。  
<https://doi.org/10.1177/014920639402000101>。
- [52] ONYEBUCHI O. 人力资本发展与组织生存：理论回顾。《国际管理与可持续发展杂志》，2018，7：194-203。  
<https://doi.org/10.18488/journal.11.2018.74.194.203>。
- [53] BUTLER T.D.、ARMSTRONG C.、ELLINGER A. 和 FRANKE G. 雇主可信度、员工自豪感和友情是竞争优势的源泉。《战略与管理杂志》，2016，9：322-343。  
<https://doi.org/10.1108/JSMA-07-2015-0058>。
- [54] SCHNEIDER S. 和 SUNYAEV A. 云采购决策的决定因素：反思云计算时代的 IT 外包文献。《信息技术杂志》，2016，31：1-31。  
<https://doi.org/10.1057/jit.2014.25>
- [55] SCHWARZ A.、JAYATILAKA B.、HIRSCHHEIM R. 和 GOLES T. 理解 IT 应用服务外包的联合方法。《信息系统协会杂志》，2009，10(10)：748-781。  
<https://doi.org/10.17705/1jais.00209>。
- [56] ANDERSON E.J.、COLTMAN T.、DEVINNEY T.M. 和 KEATING B. 什么因素促使人们选择第三方物流供应商？《供应链管理杂志》，2011，47：97-115。  
<https://doi.org/10.1111/j.1745-493X.2011.03223.x>。
- [57] MITCHELL V. 和 HARVEY W.S. 《专业服务公司的营销和声誉》。第 1 卷。牛津大学出版社；2015。  
<https://doi.org/10.1093/oxfordhb/9780199682393.013.14>。
- [58] YARIMOGLU E.K. 服务质量模型维度综述。《市场营销管理杂志》，2014，2：7993。
- [59] ESMAEILPOUR M.、SAYADI A. 和 MIRZAEI M. 研究服务质量维度对声誉和品牌信任的影响。《国际商业与经济科学应用研究杂志》，2017，10：7-17。
- [60] ANISMAN H.B.、DEWI F.G. 和 OKTAVIA R. 战略管理会计信息、服务质量和知识管理对公司绩效的影响：文献综述。《管理、会计、一般金融和国际经济问题杂志》，2023，3(2)：339-352。  
<https://doi.org/10.55047/marginal.v3i2.952>。
- [61] LIN Y.C.、LIN M.L. 和 CHEN Y.C. 导游专业能力如何影响导游服务质量和游客满意度：一项探索性研究。《国际人力资源研究杂志》，2017，7(1)：1-19。  
<https://doi.org/10.5296/ijhrs.v7i1.10602>。
- [62] ALSHAMSI A.、ALSHURIDEH M.、KURDI B. AL. 和 SALLOUM S.A. 服务质量对客户保留的影响：高等教育中的系统评价。国际先进智能系统和信息学会议论文集，2021，第 404-416 页。  
[https://doi.org/10.1007/978-3-030-58669-0\\_37](https://doi.org/10.1007/978-3-030-58669-0_37)。
- [63] NUGROHO S.、KEMPA S. 和 PANJAITAN T. 大米生产行业物流服务质量和客户满意度对客户保留的影响。SHS 网络会议，2020，76：01048。  
<https://doi.org/10.1051/shsconf/20207601048>。
- [64] CARRILLAT F.A.、JARAMILLO F. 和 MULKI J.P. 检验服务质量的影响：实证证据的荟萃分析。《市场营销理论与实践杂志》，2009，17：95-110。

- <https://doi.org/10.2753/MTP1069-6679170201>。
- [65] PERRY C.、CAVAYE A. 和 COOTE L. 企业对企业关系中的技术和社会纽带。《商业与工业营销杂志》，2002，17：75-88。  
<https://doi.org/10.1108/08858620210415217>。
- [66] CHAK C.M. 关于卫生研究和创新中社区-学术合作关系建立的文献综述。MATEC 网络会议，2018，215：02002。  
<https://doi.org/10.1051/matecconf/201821502002>。
- [67] MORSY H. 买方-供应商关系和权力地位：互换。《国际供应与运营管理杂志》，2017，4：33-52。
- [68] BERRY L.L. 培育服务品牌资产。《市场营销科学院杂志》，2000，28(1)：128-137。  
<https://doi.org/10.1177/0092070300281012>。
- [69] BELAYA V.，和 HANF J.H. 权力的阴暗面和光明面：对企业对企业关系管理的影响。《农业与食品经济学》，2016，4：18。  
<https://doi.org/10.1186/s40100-016-0062-9>。
- [70] KIM J.，和 LENNON S.J. 声誉和网站质量对在线消费者情绪、感知风险和购买意愿的影响。《互动营销研究杂志》，2013，7：33-56。  
<https://doi.org/10.1108/17505931311316734>。
- [71] WALSH G.、SCHAARSCHMIDT M. 和 IVENS S. 基于客户的企业声誉对感知风险和关系结果的影响：时尚零售业性别调节的实证证据。产品与品牌管理杂志，2017，26：227-238。  
<https://doi.org/10.1108/JPBM-07-2016-1267>。
- [72] ANDRIANA R.、SAPARSO、FITRIO T.、EMMYWATI 和 BADARUDDIN. 评估企业声誉、客户满意度、行为意图和客户忠诚度之间的关系。国际创新、创造力和变革杂志，2019，9：183-199。  
<https://doi.org/http://repository.stiemahardhika.ac.id/id/eprint/2815>。
- [73] ISLAM T.、ISLAM R.、PITAFI A.H.、XIAOBEI L.、REHMANI M.、IRFAN M. 和 MUBARIK M.S. 企业社会责任对顾客忠诚度的影响：企业声誉、顾客满意度和信任的中介作用。可证实的生产和消费，2021，25：123-135。  
<https://doi.org/10.1016/j.spc.2020.07.019>。
- [74] THAM K.W.、DASTANE O.、JOHARI Z. 和 ISMAIL N.B. 影响消费者在线购物行为的感知风险因素。《亚洲金融、经济与商业杂志》，2019，6：246-260。  
<https://doi.org/10.13106/jafeb.2019.vol6.no4.249>。
- [75] LAINAMNGERN S. 和 SAWMONG S. 客户关系管理、感知风险、感知服务质量和乘客信任如何影响全方位服务航空公司的乘客满意度。《商业与零售管理研究杂志》，2019，13：160-176。  
<https://doi.org/10.24052/JBRMR/V13IS03/ART-15>。
- [76] CHAUDHARY S.、DHIR A.、FERRARIS A. 和 BERTOLDI B. 家族企业的信任和声誉：对过去成就和未来承诺的系统文献综述。《商业研究杂志》，2021，137：143-161。  
<https://doi.org/10.1016/j.jbusres.2021.07.052>。
- [77] ROBSON M.J.、KATSIKEAS C.S. 和 BELLO D.C. 国际战略联盟中信任的驱动因素和绩效结果：组织复杂性的作用。组织科学，2008，19：647-665。  
<https://doi.org/10.1287/orsc.1070.0329>。
- [78] PAPAROIDAMIS N.G.、KATSIKEAS C.S. 和 CHUMPITAZ R. 供应商绩效在建立客户信任和忠诚度中的作用：跨国考察。工业营销管理，2019，78：183-197。  
<https://doi.org/10.1016/j.indmarman.2017.02.005>。
- [79] SIEMIENIAKO D. 和 MITRĘGA M. 提高非中介权力来源的权力地位——供应商的视角。工业营销管理，2018，70：90-100。  
<https://doi.org/10.1016/j.indmarman.2017.08.013>。
- [80] MERO J.、VANNINEN H. 和 KERÄNEN J. B2B 影响者营销：概念化和四种管理策略。工业营销管理，2023，108：79-93。  
<https://doi.org/10.1016/j.indmarman.2022.10.017>。
- [81] EWING M.T.、CARUANA A. 和 LOY E.R. 专业工程服务中的企业声誉和感知风险。企业传播：国际期刊，1999，4：121-128。  
<https://doi.org/10.1108/13563289910288320>。
- [82] MARAKANON L. 和 PANJAKAJORNSAK V. 感知质量、感知风险和客户信任影响环保电子产品的客户忠诚度。Kasetsart 社会科学杂志，2017，38：24-30。  
<https://doi.org/10.1016/j.kjss.2016.08.012>。
- [83] SHAHIN A. 和 DABESTANI R. 伊朗四星级酒店服务质量差距的相关性分析。国际商业研究，2010，3(3)：40。  
<https://doi.org/10.5539/ibr.v3n3p40>。
- [84] WILSON A.、ZEITHAML V.、BITNER M.J. 和 GREMLER D. 服务营销：将客户关注融入整个公司。第三版。纽约：麦格劳-希尔教育，2016。
- [85] KHOO K.L. 服务质量、企业形象、客户满意度、重访意向和口碑研究：来自 KTV 行业的证据。PSU 研究评



- 论, 2022, 6 : 105–119. <https://doi.org/10.1108/PRR-08-2019-0029>.
- [86] ARIFIN M.Z. 和 IMANULLAH R. 服务质量对公司声誉的影响。收入：经济与管理创新, 2021, 1 : 22-25。 <https://doi.org/10.32764/income.v1i1.1720>。
- [87] LIN、LI F. 和 LIU C. 买家保护机制对卖家有帮助吗？在线声誉系统存在下的卖家竞争模型。高级工程信息学, 2024, 59 : 102327。 <https://doi.org/10.1016/j.aei.2023.102327>。
- [88] DAVIS D.F.、GOLICIC S.L. 和 MARQUARDT A.J. 打造 B2B 服务品牌：品牌是否会使物流服务提供商与众不同？工业营销管理, 2008, 37 : 218–227。 <https://doi.org/10.1016/j.indmarman.2007.02.003>。
- [89] ELLINGER A.E., 和 ELLINGER A.D. 利用人力资源开发专业知识提高供应链经理的技能和能力。欧洲培训与发展杂志, 2013, 38 : 118–135。 <https://doi.org/10.1108/EJTD-09-2013-0093>。
- [90] LIBONI L.B.、CEZARINO L.O.、JABBOUR C.J.C.、OLIVEIRA B.G. 和 STEFANELLI N.O. 智能工业和 HRM 4.0 的途径：对 SCM 的影响。供应链管理：国际期刊, 2019, 24 : 124–146。 <https://doi.org/10.1108/SCM-03-2018-0150>。
- [91] SHET S.V.、PATIL S.V. 和 CHANDAWARKAR M.R. 基于能力的卓越绩效和组织效能。国际生产力与绩效管理杂志, 2019, 68 : 753–773。 <https://doi.org/10.1108/IJPPM-03-2018-0128>。
- [92] TARIGAN Z.J.H.、SIAGIAN H.、BASANA S.R. 和 JIE F. 关键用户授权、采购策略、流程集成、生产系统对运营绩效的影响。E3S 网络会议, 2019, 130 : 01042。 <https://doi.org/10.1051/e3sconf/201913001042>。
- [93] VENKAT V.V.、KHAN S.R.K.、GORKHE M.D.、REDDY K.S. 和 RAO S.S.P. 培养人才稳定性：评估能力管理对汽车行业员工保留率影响的研究。汇款评论, 2023, 8 : 2300–2328。
- [94] O’CASS A. 和 NGO L.V. 通过供应商公司能力为 B2B 公司创造卓越的客户价值。工业营销管理, 2012, 41 : 125–135。 <https://doi.org/10.1016/j.indmarman.2011.11.018>
- [95] MIREMADI A.、YOUSEFIAN M.、BABAKHANI N. 和 FOTOOHI H. 伊朗 B2B 环境中企业声誉的重要性：一项实证研究。国际市场营销研究杂志, 2011, 3 : 146–157。 <https://doi.org/10.5539/ijms.v3n4p146>。
- [96] DONEY P.M. 和 CANNON J.P. 对买卖双方关系中信任性质的考察。市场营销杂志, 1997, 61 : 35–51。 <https://doi.org/10.1177/002224299706100203>。
- [97] GANESAN S. 买卖双方关系长期导向的决定因素。《市场营销杂志》, 1994, 58 : 1–19。 <https://doi.org/10.2307/1252265>。
- [98] CHILDERHOUSE P.、LUO W.、BASNET C. 和 AHN H.J. 企业间关系的演变：供应商-物流服务提供商-客户三元组研究。《国际工业工程杂志：理论、应用与实践》, 2013, 20(1-2) : 126–140。
- [99] WAGNER S.M.、COLEY L.S. 和 LINDEMANN E. 供应商声誉对未来买卖双方关系的影响：结果公平性和信任的中介作用。供应链管理杂志, 2011, 47 : 29–48。 <https://doi.org/10.1111/j.1745-493X.2011.03225.x>。
- [100] GUO Z. 第三方物流企业核心竞争力研究——以荣庆物流为例。国际商业与社会科学学术研究期刊, 2017, 7 : 222–232。 <https://doi.org/10.6007/IJARBS/v7-i5/2894>。
- [101] BOSHOF C., 和 ALLEN J. 选定前提对一线员工对服务补救绩效感知的影响。国际服务业管理期刊, 2000, 11 : 63–90。 <https://doi.org/10.1108/09564230010310295>。
- [102] BARNEY J. 企业资源与持续竞争优势。《管理学杂志》, 1991, 17 : 99–120。 <https://doi.org/10.1177/014920639101700108>。
- [103] AZMI I.A.G.、AHMAD Z.A. 和 ZAINUDDIN Y. 基于能力的薪酬和服务质量：对马来西亚公共组织的实证研究。《亚洲管理学院杂志》, 2009, 14(1) : 21–36。
- [104] ALSHURIDEH M.T. 客户保留对客户有益吗：概念背景。市场营销研究杂志, 2016, 5 : 382。 <https://doi.org/10.17722/jorm.v5i3.126>。
- [105] DANESH S.N.、NASAB S.A. 和 LING K.C. 马来西亚大型超市顾客满意度、顾客信任及转换障碍对顾客保留的影响研究。国际商业与管理杂志, 2012, 7 : 141–150。 <https://doi.org/10.5539/ijbm.v7n7p141>。
- [106] LIANG C.J. 和 WANG W.H. 台湾金融服务业的行为序列：服务品质、关系品质与行为忠诚度。服务业杂志, 2006, 26 : 119–145。 <https://doi.org/10.1080/02642060500369131>。
- [107] UVET H. 物流服务品质对顾客满意度的重要性：实证研究。运营与供应链管理：国际期刊, 2020, 13 : 1–

10. <https://doi.org/10.31387/oscm0400248>.
- [108] CRAVENS D.W., GRANT K., INGRAM T.N., LAFORGE R.W. 和 YOUNG C. 寻找优秀的销售组织. 欧洲营销杂志, 1992, 26 : 6-23. <https://doi.org/10.1108/03090569210007765>.
- [109] SRINIVASAN M., SRIVASTAVA P. 和 IYER K.N.S. 销售人员能力、买卖双方信任和协作的实证模型 : 技术动荡和产品复杂性的调节作用. 《市场营销理论与实践杂志》, 2020, 28 : 447-459. <https://doi.org/10.1080/10696679.2020.1781539>.
- [110] FRAZIER G.L., 和 SUMMERS J.O. 企业间影响策略及其在分销渠道中的应用. 《市场营销杂志》, 1984, 48 : 43-55. <https://doi.org/10.2307/1251328>.
- [111] MATHEW N., JAVALGI R., DIXIT A. 和 GROSS A. 新兴市场专业服务公司成功的驱动因素 : 公司内部能力和能力的作用. 《管理研究评论》, 2021, 44 : 547-567. <https://doi.org/10.1108/MRR-01-2020-0026>.
- [112] SYAHFUDIN E., 和 RUSWANTI E. 服务质量和品牌形象对客户忠诚度的影响 (以客户满意度为中介) : 在印度尼西亚银行业. Esa Unggul 大学经济学院期刊, 雅加达, 2015 : 1-12.
- [113] TUCKER L., 和 MELEWAR T.C. 企业声誉与危机管理 : 反公司主义的威胁和可管理性. 企业声誉评论, 2005, 7 : 377-387. <https://doi.org/10.1057/palgrave.crr.1540233>.
- [114] VILLENA-MANZANARES F. 和 SOUTO-PÉREZ J.E. 制造业中小企业的可持续性、创新导向和出口绩效 : 企业形象中介作用的实证分析. 《工业工程与管理杂志》, 2016, 9 : 1532. <https://doi.org/10.3926/jiem.1532>.
- [115] WALSH G. 和 BEATTY S.E. 基于客户的服务公司企业声誉 : 量表开发与验证. 《市场营销科学院杂志》, 2007, 35 : 127-143. <https://doi.org/10.1007/s11747-007-0015-7>.
- [116] BARNEY J.B., KETCHEN D.J. 和 WRIGHT M. 资源基础理论的未来 : 复兴还是衰落. 《管理学杂志》, 2011, 37 : 1299-1315. <https://doi.org/10.1177/0149206310391805>.
- [117] CHIU W., LEE K.Y. 和 WON D. 消费者对假冒体育用品的行为. 《社会行为与人格 : 国际期刊》, 2014, 42 : 615-624. <https://doi.org/10.2224/sbp.2014.42.4.615>.
- [118] KLEIJNEN M., LEE N. 和 WETZELS M. 消费者对创新的抵制及其前因的探索. 经济心理学杂志, 2009, 30 : 344-357. <https://doi.org/10.1016/j.joep.2009.02.004>.
- [119] WALSH G., BARTIKOWSKI B. 和 BEATTY S.E. 基于客户的企业声誉对非货币和货币结果的影响 : 承诺和服务环境风险的作用. 英国管理杂志, 2014, 25 : 166-185. <https://doi.org/10.1111/j.1467-8551.2012.00845.x>.
- [120] FOMBRUN C. 和 SHANLEY M. 名字意味着什么 ? 声誉建设和企业战略. 管理学院杂志, 1990, 33 : 233-258. <https://doi.org/10.2307/256324>.
- [121] GÜRHAN-CANLI Z., 和 BATRA R. 企业形象影响产品评价时 : 感知风险的调节作用. 市场营销研究杂志, 2004, 41 : 197-205. <https://doi.org/10.1509/jmkr.41.2.197.28667>.
- [122] FEATHERMAN M., JIA S., CALIFF C.B. 和 HAJLI N. 新技术对消费者信念的影响 : 降低电动汽车采用的感知风险. 技术预测与社会变革, 2021, 169 : 120847. <https://doi.org/10.1016/j.techfore.2021.120847>.
- [123] JALILVAND M.R., VOSTA L.N., MAHYARI H.K. 和 POOL J.K. 社会责任对酒店顾客信任的影响 : 声誉和口碑的中介作用. 旅游评论, 2017, 72 : 1-14. <https://doi.org/10.1108/TR-09-2016-0037>.
- [124] RASOOLIMANESH S.M., TAN P.L., NEJATI M. 和 SHAFAEI A. 私立高等教育中的企业社会责任和品牌忠诚度 : 品牌声誉和信任的中介评估. 高等教育营销杂志, 2024, 34 : 156-177. <https://doi.org/10.1080/08841241.2021.1973645>.
- [125] ERKMEN E. 和 HANCER M. 为餐厅建立品牌关系. 《国际当代酒店管理杂志》, 2019, 31 : 1469-1487. <https://doi.org/10.1108/IJCHM-08-2017-0516>.
- [126] GIELENS K., GEYSKENS I., DELEERSNYDER B. 和 NOHE M. 城镇中的新监管者 : 沃尔玛可持续发展要求对供应商股东价值的影响. 《市场营销杂志》, 2018, 82 : 124-141. <https://doi.org/10.1509/jm.16.0276>.
- [127] CHENG B.L., GAN C.C., IMRIE B.C. 和 MANSORI S. 服务恢复、客户满意度和客户忠诚度 : 来自马来西亚酒店业的证据. 《国际质量与服务科学杂志》, 2019, 11 : 187-203. <https://doi.org/10.1108/IJQSS-09-2017-0081>.
- [128] WANG L. 电子商务对物流经济影响研究——基于郑州空港物流的实证分析. 国际安全与应用杂志, 2015, 9 : 275-286. <https://doi.org/10.14257/ijssia.2015.9.10.25>.
- [129] SRIVASTAVA R., ARUN J., 和 PATEL D.K. 融合供

- 供应链管理中的服务质量方面. 2019 年自动化、计算和技术管理国际会议, IEEE; 2019, 63-67. <https://doi.org/10.1109/ICACTM.2019.8776839>.
- [130] OLIVER R.L. 满意度决策前因与后果的认知模型. 市场营销研究杂志, 1980, 17 : 460-469. <https://doi.org/10.1177/002224378001700405>.
- [131] EL-ADLY M.I. 和 EID R. 阿联酋购物中心购物环境、顾客感知价值、满意度和忠诚度之间关系的实证研究。零售和消费者服务杂志, 2016, 31 : 217-227. <https://doi.org/10.1016/j.jretconser.2016.04.002>.
- [132] KESHAVARZ Y. 和 JAMSHIDI D. 服务质量评估以及感知价值和顾客满意度在顾客忠诚度中的中介作用。国际旅游城市杂志, 2018, 4 : 220-244. <https://doi.org/10.1108/IJTC-09-2017-0044>.
- [133] EID R. 将穆斯林顾客感知价值、满意度、忠诚度和保留率融入旅游业：一项实证研究。国际旅游研究杂志, 2015, 17 : 249-260. <https://doi.org/10.1002/jtr.1982>.
- [134] MWENCHA P.M.、MUATHE S.M. 和 THUO J.K. 感知属性、感知风险和感知价值对在线零售服务使用的影响。管理研究杂志, 2014, 6(2) : 140. <https://doi.org/10.5296/jmr.v6i2.5224>.
- [135] OLIVER R.L. 消费者忠诚度从何而来? 《市场营销杂志》, 1999, 63 : 33-44. <https://doi.org/10.1177/00222429990634s105>.
- [136] LAM S.Y.、SHANKAR V.、ERRAMILI M.K. 和 MURTHY B. 客户价值、满意度、忠诚度和转换成本：以企业对企业服务环境为例。《市场营销科学院杂志》, 2004, 32 : 293-311. <https://doi.org/10.1177/0092070304263330>.
- [137] DICK A.S. 和 BASU K. 客户忠诚度：迈向综合概念框架。《市场营销科学院杂志》, 1994, 22 : 99-113. <https://doi.org/10.1177/0092070394222001>.
- [138] MCEVILY B.、PERRONE V. 和 ZAHEER A. 信任作为组织原则。《组织科学》, 2003, 14 : 91-103. <https://doi.org/10.1287/orsc.14.1.91.12814>.
- [139] DYER J.H. 和 CHU W. 信任在降低交易成本和提高绩效中的作用：来自美国、日本和韩国的实证证据。《组织科学》, 2003, 14 : 57-68. <https://doi.org/10.1287/orsc.14.1.57.12806>.
- [140] DAPIRAN G.P. 和 HOGARTH-SCOTT S. 合作和信任是否与权力混淆? 对澳大利亚和英国食品零售业的分析。国际零售与分销管理杂志, 2003, 31 : 256-267. <https://doi.org/10.1108/09590550310472424>.
- [141] TAHA A. 和 REYNOLDS P.L. 转换成本在第三方物流中的作用。国际高级运营管理杂志, 2024, 16 : 10065330. <https://doi.org/10.1504/IJAOM.2025.10065330>.
- [142] LEE K.L. 和 LOW G.T. 社会权力的行使和种族的影响：来自马来西亚工业公司的证据。国际商业研究, 2009, 1 : 53-65. <https://doi.org/10.5539/ibr.v1n2p53>.
- [143] LEONIDOU L.C.、PALIHAWADANA D.、CHARI S. 和 LEONIDOU C.N. 国际买卖关系中进口商适应的驱动因素和结果。世界商业杂志, 2011, 46 : 527-543. <https://doi.org/10.1016/j.jwb.2010.10.013>.
- [144] ACHMAD Z.A. 和 SAWITRI D.K. AD明确目的地伦敦作为有效推广媒体的定性研究”(足球运动员作为名人代言人的参照权力评估研究)。在：编辑。第三届城市交通国际会议论文集, Universitas Airlangga, 泗水, 2012, 第 347-352 页。
- [145] KNEMEYER A.M. 和 MURPHY P.R. 探索关系特征和客户属性对第三方物流安排结果的潜在影响。运输杂志, 2005, 44 : 5-19. <https://doi.org/10.5325/transportationj.44.1.0005>.
- [146] DING M.J. 影响物流服务能力的因素：中国物流服务提供商的实证研究。皇家墨尔本理工大学, 2011。
- [147] CHO J.J.、OZMENT J. 和 SINK H. 电子商务市场中的物流能力、物流外包和公司绩效。国际物流与物流管理杂志, 2008, 38 : 336-359. <https://doi.org/10.1108/09600030810882825>.
- [148] JUGA J.、JUNTUNEN J. 和 GRANT D.B. 物流外包关系中的服务质量及其与满意度和忠诚度的关系。服务质量管理：国际杂志, 2010, 20 : 496-510. <https://doi.org/10.1108/09604521011092857>.
- [149] KAMBLE S.S.、RAUT R.D. 和 DHUME S.M. 验证印度物流行业的物流服务质量 (LSQ) 量表。2010 年国际商业与经济研究会议, 马来西亚吉隆坡：2011, 第 81-85 页。
- [150] TSAI M.、LIAO C. 和 HAN C. 零售连锁店物流外包的风险认知：台湾的模型开发和实证验证。供应链管理：国际期刊, 2008, 13 : 415-424. <https://doi.org/10.1108/13598540810905679>.
- [151] FORNELL C. 和 LARCKER D.F. 评估具有不可观察变量和测量误差的结构方程模型。市场营销研究杂志, 1981, 18 : 39. <https://doi.org/10.2307/3151312>.

[152] SHARABI M. 今天的质量就是明天的声誉（以及第二天的商业成功）。全面质量管理与卓越经营，2014，25：183-197。

<https://doi.org/10.1080/14783363.2013.858877>。

[153] SAPALOGLU I. 和 CICEK I. 质量管理应用对企业声誉的作用。全球服务和零售管理进展，2021，2：1-14。

<https://doi.org/10.5038/9781955833035>。

[154] KOTABE M.、MARTIN X. 和 DOMOTO H. 从垂直合作伙伴关系中获益：美国和日本汽车行业的知识转移、关系持续时间和供应商绩效改进。战略管理杂志，2003，24：293-316。

<https://doi.org/10.1002/smj.297>。

[155] BAHLI B.，和 RIVARD S. 信息技术外包风险因素的验证措施\*1。Omega (Westport)，2005，33：175-187。

<https://doi.org/10.1016/j.omega.2004.04.003>。

[156] SU N.，和 LEVINA N. 全球多包战略：将制造业学习融入 IT 服务外包。IEEE 工程管理学报，2011，58：717-729。

<https://doi.org/10.1109/TEM.2010.2090733>。

[157] CHENET P.、DAGGER T.S. 和 O'SULLIVAN D. 商业关系中的服务质量、信任、承诺和服务差异化。《服务营销杂志》，2010，24：336-346。

<https://doi.org/10.1108/08876041011060440>。

[158] PALMATIER R.W.、DANT R.P.、GREWAL D. 和 EVANS K.R. 影响关系营销有效性的因素：一项荟萃分析。《营销杂志》，2006，70：136-153。

<https://doi.org/10.1509/jmkg.70.4.136>。

[159] GAUDENZI B.、CONFENTE I. 和 RUSSO I. B2B 关系中的物流服务质量和客户满意度：一种定性比较分析方法。《全面质量管理杂志》，2020，33：125-140。

<https://doi.org/10.1108/TQM-04-2020-0088>。

[160] MURALI S.、PUGAZHENDHI S. 和 MURALIDHARAN C. 建模和调查售后服务质量与客户满意度、保留率和忠诚度的关系——以家电业务为例。《零售与消费者服务杂志》，2016，30：67-83。

<https://doi.org/10.1016/j.jretconser.2016.01.001>。

[161] PFEFFER J. 权力管理：组织中的政治和影响力。波士顿：哈佛商学院出版社；1992。

[162] HELM S.、EGGERT A.、GARNEFELD I. 使用偏最小二乘法模拟企业声誉对客户满意度和忠诚度的影响。偏最小二乘法手册，柏林、海德堡：施普林格柏林海德堡；2010，第 515-534 页。[https://doi.org/10.1007/978-3-540-32827-8\\_23](https://doi.org/10.1007/978-3-540-32827-8_23)。

[163] RICHARD J.E. 和 ZHANG A. 消费者旅游业中的企业形象、忠诚度和承诺。市场营销管理杂志，2012，28：568-593。

<https://doi.org/10.1080/0267257X.2010.549195>。

[164] HELM S.，和 TOLSDORF J. 企业声誉如何影响企业危机中的客户忠诚度？《突发事件与危机管理杂志》，2013，21：144-152。<https://doi.org/10.1111/1468-5973.12020>。

[165] NGUYEN N.，和 LEBLANC G. 企业形象和企业声誉在服务客户保留决策中的作用。《零售与消费者服务杂志》，2001，8：227-236。

[https://doi.org/10.1016/S0969-6989\(00\)00029-1](https://doi.org/10.1016/S0969-6989(00)00029-1)。

## Appendix A

**Table 4. The survey instruments (developed by the authors)**

Construct	Item	Description
Reputation	RE1	This third party has a reputation for fairness in dealing with its customers.
	RE2	This third party has a reputation for being concerned about its customers.
	RE3	This third party is viewed by other companies as only looking out for itself (Re scored)
Satisfaction	SA1	Pleased-displeased (reversed score)
	SA2	Useful-not useful (reversed score)
	SA3	Ineffective-effective
	SA4	Dissatisfied-satisfied
	SA5	Outstanding-poor (reversed score)
	SA6	Bad value-good value
	SA7	Comfortable-uncomfortable (reversed score)
Competence	CO1	Our 3PL provider is capable of providing us with logistics expertise in many industries.
	CO2	Our 3PL provider can provide us with innovative supply chain solutions.
	CO3	Our 3PL provider can provide us with global distribution coverage.
Referent power	RP1	We admire the way our 3PL provider runs their business, so we try to follow the lead.
	RP2	We generally wanted to operate our dealership very similar to the way we thought 3PL provider would.
	RP3	We went along with the 3PL provider's request because we wanted to earn the respect of our 3PL provider's personnel.
	RP4	Our dealership did what our 3PL provider wanted because we have similar feelings about the way a business should be run.
	RP5	Because our dealership is proud to be affiliated with our 3PL provider, we often do what they asked.
Loyalty	LO1	With high probability, we will continue the relationship with our present logistic service provider as long as possible.
	LO2	With a high probability, we will outsource more activities to our main logistics service provider in the coming years.
	LO3	We are likely to recommend our main logistics service provider to our business partners.
Service quality	SQ1	The information communicated by the 3PL is adequate.
	SQ2	Requisition procedures are easy to use.
	SQ3	Difficulties never occur due to maximum quantities.
	SQ4	Deliveries arrive on the dates promised.
	SQ5	Shipments rarely contain an incorrect quantity.
	SQ6	Substituted items sent by 3PL work fine.
	SQ7	Material received from 3PL is undamaged.
	SQ8	Correction of delivered quantity discrepancies is satisfactory.
	SQ9	The designated 3PL contact person makes an effort to understand my situation.
Perceived risk	PR1	Working with this 3PL provider causes Loss resulting from unavailable, incomplete, inaccurate, inconsistent, and unsecured business information through outsourcing.
	PR2	This 3PL provider withholds or distorts information to technically misinterpret the contract or to use dependence on our company for price increases.
	PR3	This 3PL provider legally breaks (terminates or amends) the contract, leading to dispute and litigation expenses.
	PR4	Working with this 3PL provider causes a Loss of management control over logistic activities or a lack of orderly process for their separation.
Trust	TR1	The 3PL provider keeps the promises it makes to our company.
	TR2	This 3PL provider is reliable.
	TR3	If problems arise, this 3PL provider is honest about the problems.
	TR4	This 3PL provider is genuinely concerned that our company achieves its goals.
	TR5	When making important decisions, this 3PL provider considers our welfare before its own.
	TR6	This 3PL provider considers our interests when problems arise.
Relationship Duration	RD	The length of relationship between our company and our 3PL provider is -----& -----months

### Disclaimer/Publisher's Note:

The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of Journal of Hunan University (Natural Sciences) and/or the editor(s). Journal of Hunan University (Natural Sciences) and/or the editor(s) disclaim responsibility for any injury to

people or property resulting from any ideas, methods, instructions or products referred to in the content.