

Antecedents and Consequences of Emotional Satisfaction in Courier Service

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ABSTRACT: This study aims to analyze the determinants of customer retention in the courier service industry by integrating operational and relational dimensions through the Stimulus-Organism-Response (S-O-R) theoretical framework. The research methodology employs a quantitative approach, utilizing questionnaires distributed to courier service customers, predominantly consisting of Generation Y and Generation Z as the most active digital consumer cohorts. The results confirm that operational elements (advanced technology and logistic performance) and relational components (customer trust, relationship, and engagement) exert a direct, positive, and significant influence on customer retention. However, a unique finding reveals that for Millennials and Gen Z, technological sophistication alone is insufficient to guarantee long-term loyalty without the mediating role of emotional satisfaction as a primary catalyst. In conclusion, to achieve the stage of customer advocacy, courier companies must transcend functional promise fulfillment (speed and accuracy) and shift toward creating personalized emotional experiences. Practical recommendations advise management on the importance of implementing humanizing technology strategies in applications/AI, synchronizing global LPI standards, and strengthening proactive communication transparency to maintain customer trust amid intense competition in the logistics industry.

KEYWORDS: Advanced Technology, Logistic Performance, Emotional Satisfaction, Customer Retention, Millennials & Generation Z, Courier Service.

I. INTRODUCTION

The rapid growth of e-commerce in Indonesia has significantly transformed consumer purchasing behavior and accelerated the development of the logistics industry. The expansion of e-commerce became particularly evident during the COVID-19 pandemic in 2021, when mobility restrictions and social distancing measures limited offline shopping activities. As a result, consumers increasingly relied on online platforms to purchase daily necessities, groceries, and medicines. Individuals who had never previously engaged in online shopping were compelled to adopt digital applications, accelerating Indonesia's digital transformation beyond initial expectations. Following the easing of pandemic restrictions, e-commerce growth experienced a period of adjustment in 2023 as offline shopping activities gradually returned to normal. However, since 2024, new consumption patterns have emerged through the rapid adoption of live shopping, which integrates real-time video streaming with e-commerce transactions and social media platforms. This phenomenon has further strengthened Indonesia's digital commerce ecosystem and continued to stimulate demand for logistics services.

The expansion of e-commerce has generated substantial impacts on the Indonesian logistics industry, particularly courier service providers. From a market perspective, Indonesia's logistics sector remains highly attractive, with transaction values projected to increase from USD 223 billion in 2021 to USD 344.2 billion by 2029, representing cumulative growth of approximately 54.35% during the period. This growth reflects the increasing demand for logistics services driven by online commerce activities and broader economic development. In addition, the logistics sector has demonstrated strong contributions to Indonesia's economic growth. Data from the Central Bureau of Statistics (BPS) indicate that the logistics industry experienced an average annual growth rate of 8.84% between 2015 and 2024. Although the industry contracted by 17.41% in 2020 due to the COVID-19 pandemic, it recovered steadily in subsequent years, reaching its highest annual growth rate of 40.54% in 2022 (BPS, 2025). The combination of sustained logistics growth and expanding e-commerce activities suggests that the industry will continue to develop, supported by increasing online transactions and the expansion of related sectors such as manufacturing, agriculture, fisheries, and forestry.

The attractive growth prospects of the logistics industry have intensified competition among both new entrants and established logistics providers. Consequently, logistics companies are increasingly challenged to develop strategies that retain existing customers and encourage repeated service usage despite the availability of alternative service providers in the market.

Indonesia's freight transportation system consists of road, rail, air, and maritime transportation. Among these modes, road transportation dominates freight logistics, accounting for more than 90% of total freight transportation activities. This dominance

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is largely attributable to the critical role of road transportation in last-mile delivery, which involves the movement of goods from distribution centers to end consumers. Furthermore, road transportation represents the largest component of Indonesia's logistics costs. According to Labirin (2025), land transportation accounted for approximately 7% of Indonesia's total logistics costs, which represented 14.1% of national GDP in 2022. By comparison, maritime transportation contributed 3.6%, air transportation 1.5%, administration 1.2%, and warehousing 0.8%. The logistics sector continued to demonstrate strong performance between 2021 and 2024, recording an average annual growth rate of 18.21% (BPS, 2025). Such growth indicates that logistics remains an expanding and attractive market, particularly within the road freight transportation segment, which dominates the industry's service value. The intensity of competition within the industry is further reflected by the large number of logistics companies operating in Indonesia. Data from the Indonesian Express Delivery, Postal, and Logistics Companies Association (Asperindo) indicate that 276 logistics firms were registered as members in 2025 (Asperindo, 2025). Meanwhile, the Indonesian Logistics and Forwarders Association (ALFI) reported approximately 4,133 registered member companies operating across the country (ALFI, 2025). Collectively, these associations represent approximately 4,409 logistics firms of varying scales, ranging from small enterprises to large corporations. The substantial number of market participants highlights the highly competitive nature of Indonesia's logistics industry.

One notable characteristic of the industry is the variation in technological adoption among logistics providers. Logistics companies can generally be classified into two categories: those that utilize digital service technologies, including mobile applications and websites, and those that continue to rely primarily on conventional service channels. Among Asperindo members, only 54 out of 276 companies (19.56%) have adopted integrated digital service platforms through websites and mobile applications (Asperindo, 2025).

Companies that utilize digital technologies typically provide end-to-end service capabilities, enabling customers to place orders, track shipments, and confirm deliveries through integrated digital platforms. Examples include JNE, J&T Express, Pos Indonesia, SiCepat Express, TIKI, AnterAja, SAPX, DHL Express, and RPX. The growing importance of digital service capabilities is reflected in the Top Brand Award (2025), which consistently ranks logistics brands based on three key indicators: brand awareness, last-used brand, and repurchase intention. Companies offering superior digital customer experiences tend to achieve stronger brand performance and customer preference.

Given the increasing role of digital technologies in logistics service delivery, this study focuses on courier service companies that have implemented customer-facing technologies through mobile applications and websites. These firms represent a segment of the logistics industry that actively utilizes digital platforms to interact with customers and manage service delivery processes. To encourage customer repurchase behavior, logistics companies deploy various marketing and service-related stimuli that influence customers' cognitive and emotional processing mechanisms. Drawing upon the Stimulus–Organism–Response (S–O–R) framework, this study conceptualizes several organizational stimuli, including Advantage Technology, Logistic Performance, Customer Trust, Customer Relationship, and Customer Engagement. Advantage Technology reflects the firm's ability to leverage technology to improve operational efficiency and customer convenience. Logistic Performance represents service reliability and operational effectiveness. Customer Trust reflects confidence in the service provider, while Customer Relationship and Customer Engagement capture the quality of interactions and ongoing relationships between firms and customers.

Beyond functional benefits, customers also evaluate their service experiences through emotional responses. Emotional Satisfaction represents a positive affective state characterized not only by satisfaction but also by feelings of happiness and enjoyment. Positive emotional experiences contribute to long-term memory formation and strengthen customers' attachment to service providers. Consequently, the combined effects of organizational stimuli and emotional processing mechanisms are expected to influence customer behavioral responses, particularly repurchase intention and repeated usage of logistics services. The logistics industry plays a crucial role in both national and global economies due to its substantial contribution to economic activity and employment generation. Sezer & Abasiz (2017) emphasize that logistics performance is closely associated with economic growth and national competitiveness. In Indonesia, logistics activities contribute approximately 14.7% to national GDP (BPS, 2025), underscoring their strategic importance within the broader economy. As supply chain intermediaries, logistics firms serve as the backbone of distribution systems, ensuring that goods and services are delivered efficiently to meet customer demand (Shaw, 2022).

From an operational perspective, logistics encompasses the coordinated management of product movement, storage, packaging, and information flows throughout the supply chain. Its primary objective is to ensure the efficient flow of goods, services, and information from points of origin to final consumers. Therefore, understanding the factors that influence customer loyalty and repurchase behavior in digitally enabled courier service companies has become increasingly important for sustaining competitive advantage within Indonesia's rapidly expanding logistics industry.

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The conceptual framework of the research is shown in the image below:

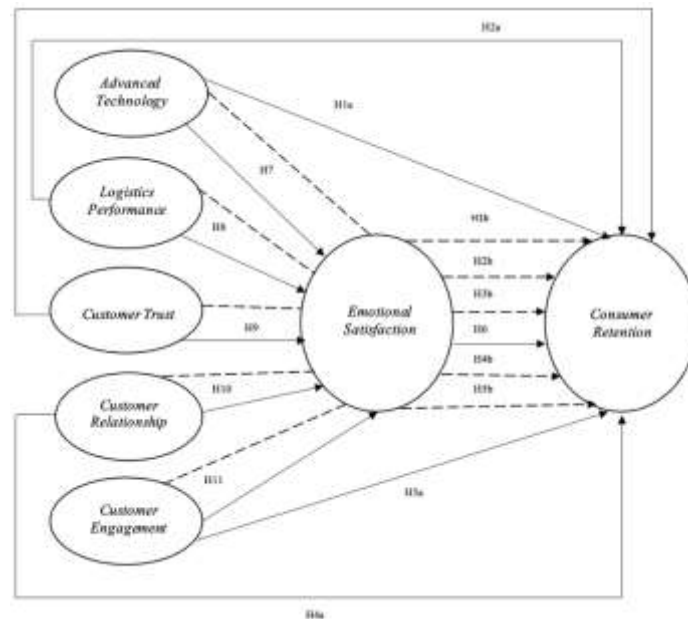


Figure 1. Conceptual Framework

II. RESEARCH METHOD

This study employed a quantitative approach with a causal research design to examine the relationships among the proposed variables and test the formulated hypotheses. Quantitative methods enable objective measurement and statistical analysis of relationships among variables using numerical data (Sekaran & Bougie, 2016). Furthermore, the causal approach was adopted to investigate both direct and indirect effects, including the mediating role of Emotional Satisfaction in the proposed model (Tofighi & Kelley, 2020).

The study utilized a cross-sectional design, in which data were collected at a single point in time through an online questionnaire distributed via Google Forms between January 12 and February 12, 2026. This design was selected because it is appropriate for examining conceptual relationships among variables based on respondents' perceptions within a specific period.

The population consisted of customers of courier service companies in Indonesia that provide door-to-door delivery services and utilize digital platforms through mobile applications and websites. According to Asperindo (2025), there are 54 courier service companies that meet these criteria.

The unit of analysis was individual customers of courier service providers. Data were collected using a structured questionnaire adapted from established scales in previous studies. The sampling technique employed was non-probability sampling using purposive sampling. Respondents were required to meet the following criteria: (1) at least 17 years old and (2) having used courier service delivery at least three times within the last six months. These criteria were established to ensure that respondents possessed sufficient experience to evaluate the service attributes examined in this study.

III. RESULT

A. Respondent Characteristics

Overall, the demographic description of the respondents is as follows:

Table 1. Demographic Characteristics of Respondents (n = 350)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	123	35.1
	Female	227	64.9
Age	17–27 years	136	38.9
	28–43 years	134	38.3
	44–59 years	70	20.0
	Above 59 years	10	2.9
Education Level	High School or Equivalent	181	51.7
	Diploma (D1–D3)	18	5.1
	Bachelor's Degree or Equivalent	117	33.4
	Master's Degree or Equivalent	28	8.0

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Characteristics	Category	Frequency	Percentage (%)
Occupation	Doctoral Degree or Equivalent	6	1.7
	Student	43	12.3
	Private Employee	187	53.4
	Civil Servant	6	1.7
	Entrepreneur	24	6.9
	Trader	7	2.0
	Housewife	58	16.6
	Others	25	7.1
Domicile	Greater Jakarta (Jabodetabek)	328	93.7
	Java	14	4.0
	Sumatra	5	1.4
	Kalimantan	2	0.6
	Sulawesi	1	0.3
Courier Service Usage Frequency (Last 6 Months)	3–5 times	193	55.1
	More than 5 times	157	44.9

Source: Authors' survey data processed using SPSS 22 (2026).

This study involved 350 valid respondents who met the research criteria, namely individuals aged 17 years or older and having used courier service delivery at least three times within the previous six months. As shown in Table 1, female respondents accounted for the majority of the sample (64.9%), while male respondents represented 35.1%. Regarding age, most respondents belonged to Generation Z (17–27 years; 38.9%) and Generation Y/Millennials (28–43 years; 38.3%). Together, these two groups represented 77.2% of the total sample. Respondents from Generation X (44–59 years) accounted for 20.0%, while Baby Boomers (above 59 years) represented 2.9%. In terms of educational background, the majority had completed senior high school or equivalent education (51.7%), followed by a bachelor's degree or equivalent (33.4%). These two categories comprised 85.1% of the respondents. Regarding occupation, private-sector employees constituted the largest group (53.4%), followed by housewives (16.6%), students (12.3%), entrepreneurs (6.9%), and other occupations (10.8%). Most respondents resided in the Greater Jakarta area (Jabodetabek), accounting for 93.7% of the sample, while the remainder were located in other regions of Indonesia, including Java (4.0%), Sumatra (1.4%), Kalimantan (0.6%), and Sulawesi (0.3%). Regarding courier service usage, 55.1% of respondents reported using courier services between three and five times during the previous six months, while 44.9% reported using such services more than five times. This indicates that the respondents had substantial experience with courier service providers, enabling them to provide informed evaluations of the constructs examined in this study.

B. Validity Test

Construct validity was assessed using Confirmatory Factor Analysis (CFA) to determine whether the measurement items adequately represent their respective latent constructs. According to Hair et al. (2019), indicators with factor loadings above 0.50 are considered valid. The validity test results are presented in Table 2.

Table 2. Results of Construct Validity Testing

Variable	Item	CFA	Description	Variable	Item	CFA	Description
Advanced Technology	AT1	0.830	Valid	Customer Engagement	CE1	0.834	Valid
	AT2	0.857	Valid		CE2	0.856	Valid
	AT3	0.857	Valid		CE3	0.856	Valid
	AT4	0.813	Valid		CE4	0.855	Valid
	AT5	0.815	Valid		CE5	0.850	Valid
Logistics Performance	LP1	0.853	Valid	Emotional Satisfaction	ES1	0.860	Valid
	LP2	0.814	Valid		ES2	0.863	Valid
	LP3	0.847	Valid		ES3	0.856	Valid
	LP4	0.830	Valid		ES4	0.861	Valid
	LP5	0.855	Valid		ES5	0.831	Valid
Customer Trust	CT1	0.812	Valid	Customer Retention	CRT1	0.784	Valid
	CT2	0.809	Valid		CRT2	0.697	Valid

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	CT3	0.835	Valid		CRT3	0.773	Valid
	CT4	0.832	Valid		CRT4	0.740	Valid
	CT5	0.818	Valid		CRT5	0.761	Valid
Customer Relationship	CR1	0.860	Valid				
	CR2	0.846	Valid				
	CR3	0.835	Valid				
	CR4	0.884	Valid				
	CR5	0.797	Valid				

Source: Processed using AMOS 22 (2026).

C. Reliability Test

Reliability testing was conducted to assess the internal consistency of the measurement items used to represent each construct. According to Hair et al. (2019), a construct is considered reliable when the Cronbach's alpha coefficient exceeds 0.70. As presented in Table 3, all constructs demonstrated Cronbach's alpha values ranging from 0.864 to 0.931, exceeding the recommended threshold. These results indicate satisfactory internal consistency and confirm that the measurement instruments used in this study are reliable.

Table 3. Reliability Test Results

Construct	Cronbach's Alpha	Conclusion
Advanced Technology	0.919	Reliable
Logistics Performance	0.923	Reliable
Customer Trust	0.912	Reliable
Customer Relationship	0.925	Reliable
Customer Engagement	0.929	Reliable
Emotional Satisfaction	0.931	Reliable
Customer Retention	0.864	Reliable

Source: Processed using SPSS 22 (2026).

The highest reliability value was observed for Emotional Satisfaction ($\alpha = 0.931$), while Customer Retention exhibited the lowest reliability value ($\alpha = 0.864$). Nevertheless, all constructs exceeded the minimum threshold of 0.70, indicating strong internal consistency among the measurement items (Hair et al., 2019).

D. Model Fit Assessment

Prior to hypothesis testing, the overall model fit was evaluated using several goodness-of-fit (GOF) indices. Following Hair et al. (2019), model adequacy was assessed using absolute fit, incremental fit, and parsimonious fit measures. The results are presented in Table 4.

Table 4. Goodness-of-Fit Indices

Fit Index	Recommended Value	Result	Evaluation
Chi-Square	Smaller is better	719.137	Poor Fit
Probability	≥ 0.05	0.000	Poor Fit
RMSEA	≤ 0.08	0.031	Good Fit
NFI	≥ 0.90	0.930	Good Fit
RFI	≥ 0.90	0.918	Good Fit
TLI	≥ 0.90	0.978	Good Fit
CFI	≥ 0.90	0.981	Good Fit
IFI	≥ 0.90	0.981	Good Fit
CMIN/DF	≤ 5.00	1.334	Good Fit
Hoelter	≥ 200	289	Good Fit

Source: Processed using AMOS 22 (2026).

As shown in Table 4, most goodness-of-fit indices met the recommended thresholds. Although the Chi-square statistic and probability value indicated poor fit, these indices are highly sensitive to sample size and model complexity (Hair et al., 2019). In contrast, the remaining fit indices, including RMSEA (0.031), NFI (0.930), TLI (0.978), CFI (0.981), IFI (0.981), CMIN/DF

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(1.334), and Hoelter (289), satisfied the recommended criteria. Therefore, the structural model demonstrates an acceptable level of fit and is considered appropriate for subsequent hypothesis testing.

E. Hypothesis Test

The structural model was evaluated using Structural Equation Modeling (SEM) with AMOS 22. Hypotheses were assessed based on the significance level ($p < 0.05$) and the direction of the estimated coefficients. The results are presented in Table 5.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Estimate	p-value	Result
H1a	Advanced Technology → Customer Retention	0.171	0.000	Supported
H1b	Advanced Technology → Emotional Satisfaction → Customer Retention	0.011	0.097	Not Supported
H2a	Logistics Performance → Customer Retention	0.155	0.000	Supported
H2b	Logistics Performance → Emotional Satisfaction → Customer Retention	0.015	0.047	Supported
H3a	Customer Trust → Customer Retention	0.159	0.002	Supported
H3b	Customer Trust → Emotional Satisfaction → Customer Retention	0.038	0.010	Supported
H4a	Customer Relationship → Customer Retention	0.147	0.000	Supported
H4b	Customer Relationship → Emotional Satisfaction → Customer Retention	0.018	0.028	Supported
H5a	Customer Engagement → Customer Retention	0.186	0.000	Supported
H5b	Customer Engagement → Emotional Satisfaction → Customer Retention	0.032	0.009	Supported
H6	Emotional Satisfaction → Customer Retention	0.126	0.002	Supported
H7	Advanced Technology → Emotional Satisfaction	0.086	0.074	Not Supported
H8	Logistics Performance → Emotional Satisfaction	0.123	0.020	Supported
H9	Customer Trust → Emotional Satisfaction	0.301	0.000	Supported
H10	Customer Relationship → Emotional Satisfaction	0.145	0.006	Supported
H11	Customer Engagement → Emotional Satisfaction	0.254	0.000	Supported

Source: Processed using AMOS 22 (2026)

The hypothesis testing results indicate that 14 out of 16 proposed relationships were supported. Among the direct effects on Customer Retention, Advanced Technology ($\beta = 0.171$, $p < 0.001$), Logistics Performance ($\beta = 0.155$, $p < 0.001$), Customer Trust ($\beta = 0.159$, $p = 0.002$), Customer Relationship ($\beta = 0.147$, $p < 0.001$), Customer Engagement ($\beta = 0.186$, $p < 0.001$), and Emotional Satisfaction ($\beta = 0.126$, $p = 0.002$) were found to have significant positive effects. Customer Engagement exhibited the strongest direct effect on Customer Retention.

Regarding the antecedents of Emotional Satisfaction, Customer Trust demonstrated the strongest positive influence ($\beta = 0.301$, $p < 0.001$), followed by Customer Engagement ($\beta = 0.254$, $p < 0.001$), Customer Relationship ($\beta = 0.145$, $p = 0.006$), and Logistics Performance ($\beta = 0.123$, $p = 0.020$). In contrast, the effect of Advanced Technology on Emotional Satisfaction was not significant ($\beta = 0.086$, $p = 0.074$).

The mediation analysis further revealed that Emotional Satisfaction significantly mediated the effects of Logistics Performance, Customer Trust, Customer Relationship, and Customer Engagement on Customer Retention. However, Emotional Satisfaction did not mediate the relationship between Advanced Technology and Customer Retention ($\beta = 0.011$, $p = 0.097$).

IV. DISCUSSION

1. The Effect of Advanced Technology on Customer Retention

The results indicate that Advanced Technology has a positive and significant effect on Customer Retention. This finding suggests that advanced technologies, such as real-time tracking systems, automated notifications, and AI-enabled customer support, enhance service reliability and convenience, thereby encouraging customers to continue using courier services. This result is consistent with the findings of Nasrudin et al. (2025) and Engesser et al. (2023), which highlight technology adoption as a key driver of customer loyalty. From the Stimulus-Organism-Response (S-O-R) perspective, Advanced Technology serves as a stimulus that positively influences customer evaluations and ultimately leads to retention behavior.

2. The Mediating Role of Emotional Satisfaction in the Relationship between Advanced Technology and Customer Retention

The results show that Emotional Satisfaction does not mediate the relationship between Advanced Technology and Customer Retention. This finding indicates that customers perceive technology primarily as a functional requirement rather than an emotional benefit. In the courier service context, technological features may be regarded as standard service attributes, making

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retention more dependent on service reliability than emotional experiences. This finding contrasts with Almohaimmeed (2019), who found a significant mediating role of satisfaction in technology-driven customer retention.

3. The Effect of Logistics Performance on Customer Retention

The findings reveal that Logistics Performance positively affects Customer Retention. This result confirms that delivery accuracy, reliability, responsiveness, and operational efficiency are important determinants of customer loyalty. Customers are more likely to continue using courier services when service performance consistently meets their expectations. This finding supports Ismail & Mahran (2021) and Masudin et al. (2021), who identified logistics performance as a critical factor in maintaining long-term customer relationships.

4. The Mediating Role of Emotional Satisfaction in the Relationship between Logistics Performance and Customer Retention

The results demonstrate that Emotional Satisfaction significantly mediates the relationship between Logistics Performance and Customer Retention. This finding suggests that superior logistics performance not only fulfills customers' functional expectations but also creates positive emotional experiences. Consequently, customers develop stronger attachment and loyalty toward the service provider. This result is consistent with Nasrudin et al. (2025), who emphasized the importance of emotional satisfaction in transforming operational excellence into customer retention.

5. The Effect of Customer Trust on Customer Retention

Customer Trust was found to have a positive and significant effect on Customer Retention. This result indicates that customers are more likely to remain loyal when they perceive the courier service provider as reliable, transparent, and dependable. The finding supports Lin et al. (2024) and Moriuchi & Takahashi (2023), who argued that trust serves as the foundation of long-term customer relationships and continuance usage intentions.

6. The Mediating Role of Emotional Satisfaction in the Relationship between Customer Trust and Customer Retention

The results indicate that Emotional Satisfaction significantly mediates the relationship between Customer Trust and Customer Retention. Trust contributes not only directly to retention but also indirectly by generating positive emotional experiences. Customers who feel secure and confident in a service provider tend to develop stronger emotional bonds, which further increase their commitment to continue using the service.

7. The Effect of Customer Relationship on Customer Retention

The findings show that Customer Relationship has a positive and significant effect on Customer Retention. Effective relationship management enables firms to better understand customer needs, personalize services, and maintain continuous communication. These efforts strengthen customer bonds and increase loyalty. This result supports Achiaa & Boadu (2019) and Kumar & Reinartz (2018), who highlighted the strategic role of customer relationship management in retaining customers.

8. The Mediating Role of Emotional Satisfaction in the Relationship between Customer Relationship and Customer Retention

The results reveal that Emotional Satisfaction significantly mediates the relationship between Customer Relationship and Customer Retention. Personalized interactions and responsive communication create positive emotional experiences that strengthen customer loyalty. This finding supports Elessawi et al. (2025), who identified customer satisfaction as an important mechanism linking relationship management to customer retention.

9. The Effect of Customer Engagement on Customer Retention

Customer Engagement exhibits a positive and significant effect on Customer Retention. This finding suggests that customers who actively interact with and participate in service-related activities are more likely to maintain long-term relationships with the company. Consistent with Ngo et al. (2025) and Odionu et al. (2024), customer engagement plays a crucial role in strengthening loyalty and repeat usage behavior.

10. The Mediating Role of Emotional Satisfaction in the Relationship between Customer Engagement and Customer Retention

The findings indicate that Emotional Satisfaction significantly mediates the relationship between Customer Engagement and Customer Retention. Engaged customers tend to develop stronger emotional connections with the service provider, leading to higher levels of satisfaction and continued usage intentions. This result is consistent with Kumar et al. (2024).

11. The Effect of Emotional Satisfaction on Customer Retention

Emotional Satisfaction was found to positively influence Customer Retention. Customers who experience positive emotions during service interactions are more likely to remain loyal and continue using the service. This finding supports Ladhari (2009) and Hussain et al. (2024), who emphasized the importance of emotional responses in shaping future behavioral intentions.

12. The Effect of Advanced Technology on Emotional Satisfaction

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The results indicate that Advanced Technology does not significantly influence Emotional Satisfaction. This finding suggests that customers perceive technology as a functional utility rather than a source of emotional value. While advanced technological features improve operational convenience, they may not be sufficient to generate emotional attachment. This result differs from Kumar et al. (2024), who found a positive relationship between technology acceptance and customer satisfaction.

13. The Effect of Logistics Performance on Emotional Satisfaction

The findings show that Logistics Performance positively affects Emotional Satisfaction. Customers tend to experience positive emotions when deliveries are timely, accurate, and reliable. This result supports Wong (2004), who found that service quality contributes significantly to emotional satisfaction.

14. The Effect of Customer Trust on Emotional Satisfaction

Customer Trust has a positive and significant effect on Emotional Satisfaction. Customers who trust a service provider are more likely to experience feelings of security, confidence, and comfort during service interactions. This finding is consistent with Ngo et al. (2025) and Mittal et al. (2023), who identified trust as a key antecedent of customer satisfaction.

15. The Effect of Customer Relationship on Emotional Satisfaction

The results reveal that Customer Relationship positively affects Emotional Satisfaction. Effective communication, responsiveness, and personalized services contribute to positive emotional experiences among customers. This finding supports Awad & Mahmoud (2024) & Wong (2004), who highlighted the role of relationship quality in enhancing customer satisfaction.

16. The Effect of Customer Engagement on Emotional Satisfaction

Customer Engagement positively influences Emotional Satisfaction. Customers who actively participate in interactions with the company tend to perceive greater value and develop stronger emotional attachment to the service provider. This finding is consistent with Kumar et al. (2024) and Kaveh et al. (2021), who demonstrated that engagement contributes significantly to emotional and behavioral outcomes.

CONCLUSIONS

This study developed and tested a comprehensive model of Customer Retention in the Indonesian courier service industry by integrating Advanced Technology, Logistics Performance, Customer Trust, Customer Relationship, Customer Engagement, and Emotional Satisfaction within the Stimulus-Organism-Response (S-O-R) framework.

The findings reveal two key drivers of customer retention. First, operational excellence, represented by Advanced Technology and Logistics Performance, directly enhances Customer Retention. Advanced technologies, including real-time tracking systems and digital service platforms, improve service reliability, transparency, and operational efficiency, while superior logistics performance ensures timely and accurate delivery. These functional benefits strengthen customers' willingness to continue using courier services.

Second, relational and emotional factors play a critical role in sustaining long-term customer relationships. Customer Trust, Customer Relationship, and Customer Engagement were found to positively influence Customer Retention, both directly and indirectly through Emotional Satisfaction. Among these factors, Customer Trust exhibited the strongest effect on Emotional Satisfaction, highlighting the importance of reliability, transparency, and credibility in shaping customers' emotional evaluations. Furthermore, Emotional Satisfaction significantly mediated the effects of Logistics Performance, Customer Trust, Customer Relationship, and Customer Engagement on Customer Retention.

A notable finding is that Advanced Technology did not significantly influence Emotional Satisfaction and its indirect effect on Customer Retention through Emotional Satisfaction was not supported. This result suggests that customers, particularly those from Generation Y and Generation Z who dominated the sample, tend to perceive technology as a basic service requirement rather than a source of emotional value. Therefore, while technological capabilities remain essential, sustainable customer retention depends not only on operational excellence but also on the firm's ability to create positive emotional experiences. These findings reinforce the S-O-R framework by demonstrating that emotional processes serve as a key mechanism through which organizational stimuli are translated into long-term retention behavior.

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