*Asian Journal of Research in Business and Management*
*e-ISSN: 2682-8510 | Vol. 7, No. 3, 23-34, 2025*
*http://myjms.mohe.gov.my/index.php/ajrbm*

# The Effect of Delivery Speed, Inventory, and Product Quality on the Performance of the Distribution Channel and Its Implications for Distributor Satisfaction at CV Sinar Sukses

**Dhea Naura Hasna[1*], Saptono Kusdanu Waskito[1], Maniah[1]**

[1] Logistics Management, University of Logistics and International Business, Bandung, Indonesia

*Corresponding Author: dheanaurahasna@gmail.com

Received: 2 August 2025 | Accepted: 15 October 2025 | Published: 1 November 2025

DOI: https://doi.org/10.55057/ajrbm.2025.7.3.3

---

**Abstract:** *CV Sinar Sukses is a seaweed-based snack distribution business that experienced a significant decline in revenue in 2024, by a total decrease of Rp9,410,235,917 compared to the previous year. One of the main causes of this decline was the high stage of distributor complaints, that reached 15.5% of total shipments. These complaints include delivery delays, product shortages, and product damage. This study aims to analyze the effect of Delivery Speed, Inventory, and Product Quality on The Performance of the Distribution Channel and its impact on Distributor Satisfaction. The study uses a quantitative approach by descriptive and verifiable methods. Data was gathered through questionnaires distributed to 134 distributors and analyzed utilizing SmartPLS software. The outcomes of the study indicate that Delivery Speed, Inventory, and Product Quality have a favourable and significant effect on Distribution Channel Performance. Furthermore, Distribution Channel Performance also has a significant effect on Distributor Satisfaction. These outcomes highlight the importance of improving operational efficiency in logistics, inventory management, and as strategies to enhance distribution Performance and improve business partner satisfaction.*

**Keywords:** Delivery Speed, Inventory, Product Quality, Distribution Channel Performance, Distributor Satisfaction at CV Sinar Sukses

---

## 1. Introduction

CV Sinar Sukses is a business belonged in the distribution of snacks since 2016 and is located in West Java. As its business has grown, the business has established a large distribution network covering various regions in Indonesia, comprising West Java, Banten, Sumatra, East Java, Central Java, and Eastern Indonesia. Since 2020, the business has focused its business on seaweed-based snack products by various variants such as baked seaweed snacks, fried seaweed snacks, sprinkled seaweed snacks, and seaweed rolls.

However, despite having a fairly large market share, CV Sinar Sukses experienced a decline in sales revenue of Rp9,410,235,917 in 2024 compared to the previous year. This condition indicates the existence of issues that have impacted the business's performance, one of that is the high number of customer complaints. According to, the business's data for the period by January to December 2024 shows 354 complaints out of a total of 2,280 shipments, by an average complaint rate of 15.5%. The complaints were categorized as delivery delays (141 complaints), missing items (125 complaints), and damaged goods (88 complaints).

Trivedi, Nigam, and Pareek (2023) explain that distributor satisfaction describes the extent to that distributors are satisfied by the performance, services, and business relationships established by manufacturers or suppliers. This includes distributors' evaluations of various factors, such as product quality, service support, fairness in interactions, delivery accuracy, as well as communication standard and the stage of trust in business cooperation. According to (Jufrizen et al., 2020), distributor satisfaction is the outcome of distributors' evaluation of the manufacturer's performance compared to their expectations. If the manufacturer's performance haves or exceeds their expectations, then distributors will feel satisfied.

According to Trivedi, Nigam, and Pareek (2023), Pramudita and Guslan, (2025), Stewen, Fitriano, and Antono (2021), Chaisar, Siregar, Wati, and Dewi (2023), and Rizki et al. (2021) state that distribution channel performance has a favourable and significant effect on customer satisfaction. Pramudita and Guslan (2025) state that distribution channel performance does not have a significant effect on customer satisfaction.

Hariyanto (2023), Amelia et al. (2023), Adjie and Abdi (2022), and Dava, and Muhammad (2025) state that delivery speed has a favourable and significant effect on distribution channel performance. According to Kawiswara, Megawati, and Subali (2022), delivery speed does not significantly affect the distribution channel performance of PT. Bank Negara Indonesia, Surabaya.

Gebisa (2023), Li, Yang, and Yue (2023), Zhang et al. (2023), Xu, Cheng, and Cai (2021), and Hasindu Shanilka and Kavirathna (2024), state that inventory significantly affects distribution channel performance. According to Nugroho and Wulani (2022), inventory does not have a significant impact on the performance of distribution channels in manufacturing businesses in Indonesia.

Sun et al. (2021), Stewen, Fitriano, and Antono (2021), Jasmani et al. (2021), Chaisar, Siregar, Wati, and Dewi (2023), and Fernandi and Oktavia (2024) state that product quality significantly effects distribution channel performance. Herlambang and Kodrat (2023) state that product quality does not significantly affect distribution channel performance. Therefore, the authors see an opportunity to conduct research related to Distribution Channel performance on Customer Satisfaction. This study was performance based on the inspiration by the outcomes of the above researchers.

## 2. Literature Review

### 2.1 Delivery Speed

Anggraeni (2024) states that delivery speed is the amount of time by the start of order transportation to delivery to the customer's desired location. delivery speed affects how delivery service businesses are viewed by customers. The faster the delivery, the better the business's reputation in the eyes of customers. According to Muhamad (2024), one of the important aspects of delivery services is delivery speed, that includes timeliness, accuracy of quantity, and conformity of the goods received by what was promised to the customer. This is important for enhancing customer satisfaction and business competitiveness. Quick delivery by a service business creates a favourable impression or value in the eyes of customers. Conversely, slower delivery to customers will damage the business's reputation, according to Jamaludin (2023). delivery speed has an impact on customer satisfaction, and delivery service businesses that can have this requirement tend to receive favourable feedback by customers. In addition to speed, accuracy in delivery is also important according to Irawan and Soedarmanto

(2022). For many service businesses, time is the main issue in running their production processes. If time is not utilized efficiently, businesses risk losing profit opportunities according to Kawasa (2020). According to Anggraeni (2024), the dimensions of delivery speed consist of order processing time, delivery time, handling time, real-time tracking, and delivery flexibility. The delivery speed dimension consists of indicators of the speed of preparing shipping documents and the total processing time before shipment. The delivery time dimension consists of the ability to have express delivery and the consistency of delivery times. The handling time dimension consists of the readiness of goods in stock for shipment. The real-time tracking dimension consists of the availability of shipment tracking and the accuracy of status updates. Finally, the delivery flexibility dimension consists of the ability to convey outside of business hours, adjust delivery routes, and respond to sudden requests.

### 2.2 Inventory

Inventory is the stock of goods owned by a business, either for resale or to support operational activities. All items included in inventory are classified into an inventory system, depending on the type of business operated by the business according to Mirajdandi et al. (2021). Inventory is a important element in the business world because supplies are continuously sold to keep business continuity and operational smoothness according to Qadafi and Wahyudi (2020). Inventory is a stock of goods managed by a business for marketing or sale. Inventory typically consists of raw materials that have been purchased and then transformed into new products, according to Puteri et al. (2021). According to Rudianto (2020), inventory includes finished goods, raw materials, and work-in-process items owned by a business for resale or further processing. Inventory is one of the business's assets that usually has a significant value and is vulnerable to theft or misuse. Therefore, the Inventory account is often an important component in business management. Inventory is material or goods stored to achieve specific objectives, such as use in production or assembly processes, resale, or as spare parts for equipment and machinery. Inventory is necessary to anticipate uncertainty and is an important element in business operations. An inappropriate inventory stage can have favourable or negative impacts. For example, excess stock (overstock) if the quantity is too high. This uncertainty affects storage costs, necessitating effective inventory management to keep balance, according to Krisya and Isra (2021). Mirajdandi et al. (2021) state that inventory dimensions consist of inventory accuracy, inventory turnover, safety stock stages, stockout stages, and inventory cost control. The inventory accuracy dimension consists of the accuracy of physical stock data by the system and the accuracy of input data for incoming/outgoing goods. The inventory turnover dimension consists of the ratio of goods sold to total stock and order fulfillment speed. The safety stock stage dimension consists of minimum stock availability, readiness to face demand fluctuations, and stock availability during lead time. The stockout stage dimension consists of the frequency of stockouts and the response when stockouts occur. And lastly, the inventory cost control dimension consists of controlling the cost of damaged goods.

### 2.3 Product Quality

Product quality, according to Kotler and Keller (2020), encompasses a product's ability to provide additional value to consumers in both functional and emotional terms. This standard can be measured in various ways, such as durability, reliability, features, and aesthetics. Product quality is defined as the standard of goods or services that depends on their ability to have stated or implied customer needs, according to Aldi et al. (2020). According to Bakti et al. (2020), product quality is the condition of goods evaluated based on their conformity by established measurement standards. The more a product conforms to established standards, the higher its standard is considered. Product quality is an attribute of a product or service effected

by the product's ability to have customer needs, according to Lindasari et al. (2023). Cesariana et al. (2022) state that product quality is the ability of a product to performance its functions, such as durability, reliability, total accuracy, ease of use, and repairability. According to Kotler and Keller (2020), the dimensions of product quality consist of performance, durability, conformity, reliability, and aesthetics. The performance dimension consists of indicators of product performance efficiency and user satisfaction by performance. The durability dimension consists of high-standard materials and the product's ability to bystand extreme environments. The conformity dimension consists of conformity of specifications by documentation. The reliability dimension consists of product performance consistency and standard certainty among batches. Finally, the aesthetics dimension consists of attractive product design and the visual value of the product in the eyes of customers.

### 2.4 Distribution Channel Performance

Distribution Channel Performance, according to Samidin, is defined as the process of moving goods and services by suppliers to end customers through distribution channels. Overall, this action generates added value through the delivery of goods to customer locations at the right time, the use of efficient tools, and the reduction of costs (Sadri et al., 2023). By understanding and managing distribution channels effectively, businesses can improve their sales and profit potential. Distribution channel Performance encompasses a series of steps involving the movement of products by producers to consumers (Arif & Sismar, 2023).

One of the first steps a business can take to gain profits and expand its marketing reach is through distribution channels, that are an important component of a business. Distributors, who act as intermediaries among producers and consumers, are responsible for giving product distribution for Fahmi and Purnama (2023). The Performance of distribution channels has a significant impact on customer satisfaction, where the stage of distribution effectiveness determines customer satisfaction by the product (Hastono, 2020). The effectiveness of distribution channels in increasing product sales volume, that is effectd by distribution efficiency in reaching customers and improving product availability in the market, can be measured by the performance of distribution channels according to Zebua et al. (2025). According to Hastono (2020), the dimensions of distribution channel performance consist of cost efficiency, distribution speed, coverage area, partner collaboration, and customer service. The cost efficiency dimension consists of total cost to serve (TCS). The distribution speed dimension consists of average product distribution time, delivery frequency, and response time to market demand. The geographical coverage dimension includes distribution area size, delivery frequency to various regions, and new market penetration. The partner collaboration dimension includes coordination inside of the distribution chain and flexibility in responding to market demand. Finally, the customer service dimension is measured by complaint handling speed, return rate due to distribution errors, and customer satisfaction by distribution services.

### 2.5 Distributor Satisfaction

Trivedi et al. (2023) explain that distributor satisfaction describes the extent to that distributors are satisfied by the performance, services, and business relationships established by manufacturers or suppliers. This includes distributors' evaluations of various factors, such as product quality, service support, fairness in interactions, delivery accuracy, as well as communication standard and the stage of trust in business cooperation. According to Jufrizen et al. (2020), distributor satisfaction is the outcome of distributors' evaluation of the manufacturer's performance compared to their expectations. If the manufacturer's performance haves or exceeds their expectations, distributors will feel satisfied. Alamsyah and Dahda (2022) state that distributor satisfaction is the distributor's view of the standard of services provided

by the manufacturer, that includes aspects of reliability, responsiveness, assurance, attention, and the physical appearance of the services. According to Trivedi et al. (2023), distributor satisfaction consists of satisfaction by products, satisfaction by services, satisfaction by business relationships, satisfaction by profits, and satisfaction by managerial support. The dimension of satisfaction by products consists of market demand for products. The dimension of satisfaction by services consists of responses to special requests, technical assistance services, and clarity of return procedures. The business relationship satisfaction dimension consists of information transparency, long-term commitment, and fairness in margin sharing. The profit satisfaction dimension consists of sales growth potential, ease of obtaining incentives, and return on investment (ROI). The managerial support satisfaction dimension consists of conflict resolution assistance, marketing guidance, and field visits by principals.

## 3. Methodology

This study is classified as quantitative, descriptive, and verifiable research. According to Sugiyono (2020, p. 16), quantitative research is an approach based on positivism and used to examine a specific population or sample. Data is gathered through standardized research instruments, then analyzed quantitatively or statistically by the aim of testing previously formulated hypotheses. According to Purba, Sari, and Nugroho (2021), descriptive research is an approach that aims to obtain data that can be used to test hypotheses or answer research questions regarding the actual conditions of the subject being studied. This approach provides an objective and factual description of the current state of a group, object, situation, system of thought, or event, that is analyzed through appropriate interpretation. Verificative research aims to evaluate previously formulated hypotheses to determine whether current theories or ideas are appropriate for a specific situation. The author will explain the average value of procurement, sales, products, distribution channel performance of seaweed snacks, and the performance of Sinar Sukses.

### 3.1 Standard Testing of Questionnaires as a Tool for Collecting Respondent Data

According to Sugiyono (2022), a questionnaire is a data collection tool that involves sending a series of written sentences or questions to respondents to be answered. Questionnaires as data collection tools need to be tested for standard utilizing validity and reliability tests. Hasnita (2021: 26) explains that a variable is considered valid if the outer loading value is above 0.700. Variables deemed valid have the category for processing utilizing Structural Equation Modeling by SMART PLS 3. Hasnita (2021) explains that data reliability is considered reliable if it haves the threshold of statistical testing limits, such as Cronbach's alpha and rho A values equal to or higher than 0.700 and AVE values equal to or higher than 0.5.

### 3.2 Population and Sample

The population in this study consists of 201 distributors of CV Sinar Sukses who serve as owners or staff, spread across various regions in Indonesia, comprising West Java, Banten, Sumatra, East Java, Central Java, and Eastern Indonesia.

Furthermore, Sugiyono (2021) states that a sample is a part of the population that has representative characteristics, so it can be used to describe the entire population. In this study, the sample size was determined utilizing the Slovin formula, that is a statistical method used to calculate sample size by considering the acceptable stage of error. The sample size in a study is calculated utilizing the Slovin formula as follows:

$$n = N : [1 + N(e)^2]$$

Where:

n = number of samples to be analyzed
N = total population at the research location = 201
e = margin of error or acceptable error rate, set at 0.05 The number of samples in this study, according to the formula established by Sugiyono (2021), is:
n = N: [1 + N (e)²]
n = 201: [1 + 201 (0.05 × 0.05)]
n = 201: [1 + 0.5025]
n = 201: (1.5025)
n ≈ 133.77 rounded to 134 people Thus, the sample size for this study is set at 134 people.

### 3.3 Descriptive Test

Waskito (2023) explains that an average value of the indicators below 3.400 indicates that the indicators have sufficient values, as "sufficient" means not yet good, thus the indicators have the category for further research.

### 3.4 Validity Test

Hasnita (2021) explains that a variable is considered valid if the outer loading value is above 0.700. Variables that are considered valid are eligible for processing utilizing the Structural Equation Model utilizing SMART PLS 3.

### 3.5 Reliability Test

Hasnita (2021) explains that a variable is considered reliable if it has a Cronbach's Alpha value, a rho_A value, a Composite Reliability value above 0.700, and an Average Variance Extracted (AVE) value above 0.500. It can be summarized that all variables studied are reliable, thus haveing the category for processing the Structural Equation Model utilizing SMART PLS 3.

### 3.6 Research Model

The model in this study is presented in Figure 1 below.

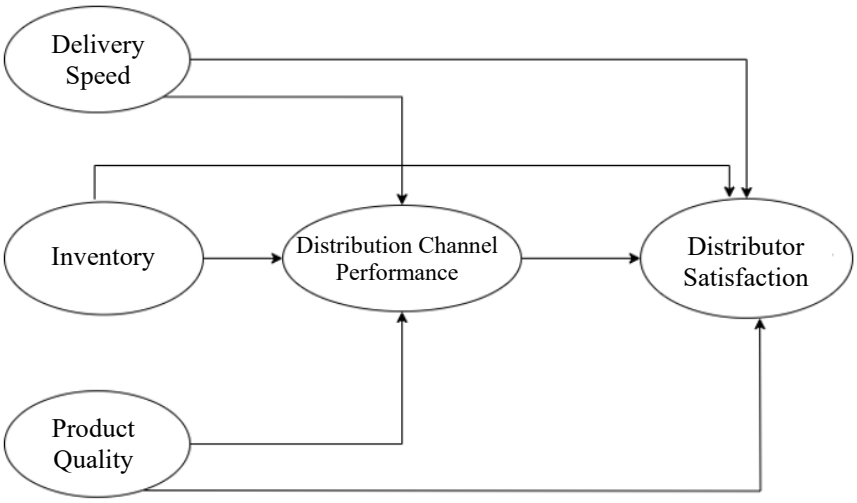


**Figure 1: Research Model**

### 3.7 Hypothesis

The author proposes several hypotheses, namely:

H1: There is a favourable and significant effect of delivery speed on Distribution Channel performance at CV Sinar Sukses.
H2: There is a favourable and significant effect of Inventory on Distribution Channel performance at CV Sinar Sukses.
H3: There is a favourable and significant effect of Product quality on Distribution Channel performance at CV Sinar Sukses.
H4: There is a favourable and significant effect of delivery speed, Inventory, and Product quality on Distribution Channel performance at CV Sinar Sukses.
H5: There is a favourable effect of Distribution Channel performance on Distributor Satisfaction at CV Sinar Sukses.

## 4. Research outcomes

### 4.1 Questionnaire standard Test as a Questionnaire Collection Tool

The standard of the questionnaire was tested utilizing validity and reliability tests.

### 4.1.1 Validity Test

**Table 1: Validity Test**

| Variables | Name of Indicators | Outer Loading Value | Standard | Decision |
|---|---|---|---|---|
| Delivery Speed | S1-S10 | 0.918–0.963 | higher than 0.700 | Valid |
| Inventory | I1-I10 | 0.903-0.973 | higher Than 0.700 | Valid |
| Product quality | Q1-Q10 | 0.943-0.975 | higher Than 0.700 | Valid |
| Distribution performance | KD1-KD12 | 0.902-0.969 | higher Than 0.700 | Valid |
| Distributor Satisfaction | KP 1-KP13 | 0.906-0.981 | higher Than 0.700 | Valid |

Source: Questionnaire (2025).

Hasnita (2021: 26) explains that a variable is considered valid if the outer loading value is above 0.700. The research outcomes in Table 5.1 show that the outer loading values for all indicators in each variable are above 0.700. Based on the research outcomes in the table and Hasnita's opinion (2021:33), it can be summarized that all variables in the study are valid because their outer loading values are above 0.700. The valid variables have the requirements for processing the Structural Equation Model utilizing SMART PLS 3.

### 4.1.2 Reliability Test

Hasnita (2021: 26) explains that a variable is considered reliable if it has a Cronbach's Alpha value, a rho_A value, a Composite Reliability value above 0.700, and an *Average Variance Extracted* (AVE) value above 0.500.

**Table 2: Reliability Test outcomes**

| Variables | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) | Decision |
|---|---|---|---|---|---|
| Delivery Speed | 0.985 | 0.986 | 0.987 | 0.889 | Reliable |
| Inventory | 0.987 | 0.987 | 0.978 | 0.897 | Reliable |
| Product Quality | 0.970 | 0.986 | 0.989 | 0.821 | Reliable |
| Distribution Performance | 0.988 | 0.989 | 0.990 | 0.808 | Reliable |
| Distributor Satisfaction | 0.999 | 0.995 | 0.995 | 0.938 | Reliable |

Source: Questionnaire (2025)

The outcomes of the reliability test presented in Table 5.2 indicate that all variables studied have Cronbach's Alpha values, rho_A values, Composite Reliability values above 0.700, and Average Variance Extracted (AVE) values above 0.500. Considering the research outcomes and Hasnita's opinion (2021: 26), it can be explained that the data on all variables studied are reliable, thus haveing the requirements for processing the Structural Equation Model utilizing SMART PLS 3.

## 4.2 Descriptive Analysis

**Table 3: Descriptive Test outcomes of the 3**

| Variables | Name of Indicators | Average Score | Interpretation | Decision |
|---|---|---|---|---|
| Delivery Speed | S1-S10 | 2.72-2.88 | Fairly Good | Worth Researching |
| *Inventory* | I1-I10 | 2.72–2.81 | Fair | Worth Researching |
| Product Quality | Q1-Q10 | 2.72–2.81 | Fair | Worth Researching |
| Distribution Performance | KD1-KD12 | 2.72–2.88 | Fair | Worth Researching |
| Distributor Satisfaction | KP 1-KP13 | 2.76-2.86 | Fair | Worth Researching |

Source: Questionnaire (2025)

The information in Table 5.3 explains that the average value of each indicator is below the average value of 3.400. Waskito (2023:93) explains that an average indicator value below 3.400 indicates that the indicators have sufficiently good values, as "sufficiently good" means not yet good, thus the indicators have the category for further research. Considering the research outcomes on the average values of indicators below 3.400 and taking into account Waskito's (2023) opinion, it can be summarized that all indicators across all variables have the category for further research.

## 4.3 Hypothesis Testing

The author presents a Structural Equation Model of the research outcomes to facilitate testing Hypothesis 1 to Hypothesis 5. utilizing the data in Figure 3, the author tests Hypothesis 1 to Hypothesis 5.

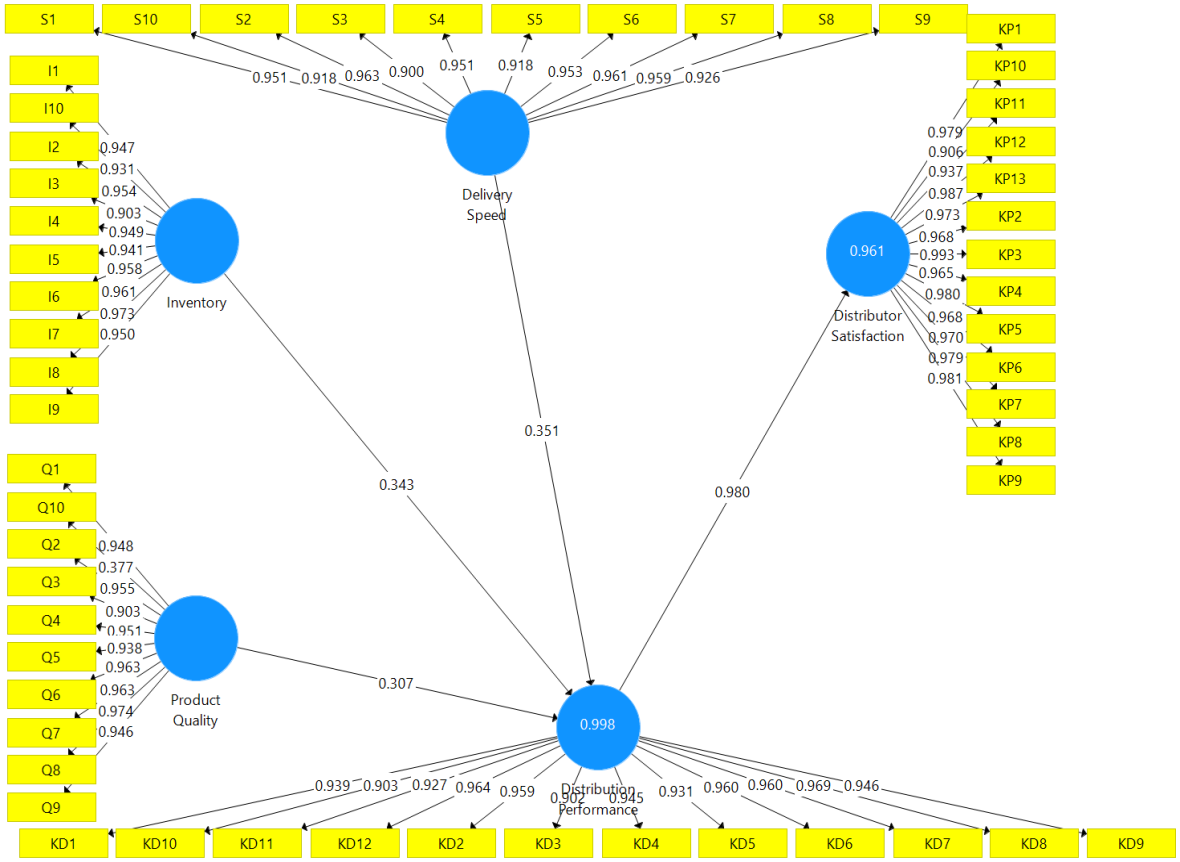


**Figure 2: Hypothesis Testing**

The information in Figure 2 explains the calculated t-values for each indicator of all variables, that are then compared by the T-table value for 134 respondents, that is 0.676. The outcomes of Hypothesis Tests 1 through 7 are presented in Table 4

**Table 4: Hypothesis Testing**

| Hypothesis Testing | T Statistics (\|O/STDEV\|) | T Table | Decision | P Values | Standard | Decision |
|---|---|---|---|---|---|---|
| Delivery Speed & Distribution Performance | 2.926 | 0.676 | There is a favourable effect | 0 | Below 0.050 | Significant |
| Inventory & Distribution Performance | 1,984 | 0.676 | There is a favourable effect | 0.048 | Below 0.050 | Significant |
| Product Quality & Distribution Performance | 1.979 | 0 | There is a favourable effect | 0.048 | Below 0.050 | Significant |
| Distribution Performance & Distributor Satisfaction | 128 | 0.676 | There is a favourable effect | 0 | Below 0.050 | Significant |

Source: Questionnaire (2025)

The outcomes of the Direct Effect Hypothesis test presented in Table 4 explain that all variables have a favourable and significant effect by a T value above 0.676 and a p-value less than 0.050. The research outcomes have proven that there is a favourable and significant effect of the variables Delivery Speed, Inventory, and Product Quality on Distribution Channel Performance, as well as a favourable and significant effect of Distribution Channel Performance on Distributor Satisfaction. The research outcomes have proven that there is a

favourable and significant effect of the variables Delivery Speed, Inventory, and Product Quality on Distributor Satisfaction.

**Table 5: R Square Value**

| | R Square | Adjusted R Square |
|---|---|---|
| Distribution Performance | 0.998 | 0.998 |
| Distributor Satisfaction | 0.961 | 0.961 |

Source: Questionnaire (2025)

The research outcomes indicate that the Adjusted R Square Distribution Performance value is 0.998, meaning the Determination Coefficient value is 0.998 x 100% = 99.80%. The meaning of the 99.80% Determination Coefficient value is that Delivery Speed, Inventory, and Product quality contribute to influencing Distribution Performance by 99.80%. The remaining 100% - 99.80%, that is 0.2%, is effected by variables not studied in this research. The other variables not studied are Procurement and Warehouse.

The research outcomes indicate that the Adjusted R Square Value for business Performance is 0.961, meaning the Coefficient of Determination is 0.961 x 100% = 96.10%. The significance of the Coefficient of Determination value of 96.10% is that Delivery Speed, Inventory, and Product quality contribute to influencing Distributor Satisfaction by 96.10%. The remaining 100% - 96.10% (3.90%) is effected by variables not examined in this study. These other variables are Transportation and Warehouse.

## 5. Discussion

### 5.1 Discussion of the Descriptive Test

All variables have an average value below 3.400 and are grouped as variables by sufficient values, thus having the category for further study. Based on the research outcomes, each variable has one indicator by the lowest value, reflecting the indicator that requires special attention. In the Delivery Speed variable, indicator S.4, that is delivery time consistency, shows that the delivery process of CV Sinar Sukses is not yet consistent by the promised time, cautilizing uncertainty for distributors. In the Inventory variable, indicator I.4, that is order fulfillment speed, shows that the business is not yet able to fulfill orders quickly and on time, caused by suboptimal inventory management. Furthermore, in the Product quality variable, indicator Q.4, that is the ability of the product to bystand extreme environments, received the lowest rating, indicating that the product is not yet durable enough in harsh environmental conditions. For the *Distribution Channel Performance* variable, indicator KD.4, that is responsiveness to market demand, shows delays in responding to market needs, thereby affecting distribution effectiveness. Finally, in the *Distributor Satisfaction* variable, indicator KD.8 related to sales growth potential is considered not yet optimal, possibly due to insufficient marketing support, product limitations, or suboptimal sales strategies. These outcomes indicate the need for improvements in various operational aspects to enhance the business's overall performance.

### 5.2 Discussion of the Verificatory Test

The Hypothesis Test outcomes indicate that Delivery Speed, Inventory, and Product quality have a favourable and significant effect on Distribution Channel Performance. These outcomes align by the study by Amelia et al. (2023), that stated that Delivery Speed has a favourable and significant effect on distribution channel performance at Shopee Standard Express, Bekasi. Gebisa (2023) stated that inventory significantly affects distribution channel performance in

Ethiopian businesses. According to Jasmani et al. (2021), Product quality significantly effects distribution channel performance in the zinc steel industry in Bekasi. Pramudita and Guslan (2025) also stated that distribution channel performance significantly affects customer satisfaction in e-commerce in Indonesia. Stewen, Fitriano, and Antono (2021) argued that distribution channel performance has a favourable and significant effect on customer satisfaction at PT Sumatra Sukses Jaya in Medan.

## 6. Conclusion

Based on the outcomes of the research and discussion, it can be summarized that all variables studied, namely Delivery Speed, Inventory, Product quality, Distribution Channel Performance, and Distributor Satisfaction, have an average value below 3.400, making them worthy of further analysis as they indicate a moderate stage of respondent perception. Statistical tests indicate that there is a significant effect among Delivery Speed and Distribution Channel Performance, by a t-value of 2.926, that is higher than the critical t-value of 0.676, and a significance stage of 0.004, that is less than 0.05. Similarly, the Inventory variable significantly effects Distribution Channel Performance, as revealed by a t-value of 1.984 and a significance stage of 0.048. The same applies to the Product quality variable, that has a significant effect on Distribution Channel Performance, by a t-value of 1.979 and a significance stage of 0.048. Furthermore, Distribution Channel Performance was proven to have a very significant effect on Distributor Satisfaction, as revealed by a very high t-value of 128.223 and a significance value of 0.000. Therefore, it can be summarized that Delivery Speed, Inventory, and Product quality have a significant contribution in improving Distribution Channel Performance, that ultimately has a favourable impact on increasing Distributor Satisfaction.

**Acknowledgement**
The author would like to express his deepest gratitude to the International Business Logistics University (ULBI) for its support, guidance, and facilities provided during the preparation and completion of this research. ULBI's commitment to supporting the development of science and research has made a significant contribution through the provision of adequate infrastructure and access to various resources needed in the implementation of this study. The author also appreciates the opportunity to participate in various academic activities and collaborations facilitated by ULBI, that have expanded the scope and enriched the standard and coverage of this research.

**Conflict of Interest Statement**
The authors declare that there is no conflict of interest regarding the publication of this research.

## References

Adjie, B., & Abdi, D. I. (2022). The effect of product availability and delivery speed on customer satisfaction (A case study at CV. Favorite Trenggalek). *Journal of Entrepreneurship and Innovation*.

Alamsyah, R., & Dahda, A. (2022). The effect of service standard on distributor satisfaction in the manufacturing industry in Indonesia. *Journal of Marketing Management, 11*(4), 321-334.

Anggraeni, O. D., Septianti, E. P., & Siregar, B. W. (2024). The effect of price, product quality, and delivery speed on sales improvement strategies. *Journal of Economics, Management, and Accounting (JEMSI), 10*(3), 783-793. Retrieved by https://doi.org/10.35870/jemsi.v10i2.2046

Cesariana, A., Pertiwi, D., & Santosa, I. (2022). The effect of product quality and service standard on consumer satisfaction. *Journal of Management and Business, 4*(1), 59-67.

Chaisar, T., Siregar, M., Wati, W., & Dewi, S. P. (2023). Analysis of the effect of Product quality, Service standard and Distribution Channels on Customer Satisfaction at PT Suminsurya Mesindoleestari. *East Asian Journal of Multidisciplinary Research, 2*(12), 4797-4814.

Gebisa, D. A. (2023). The impact of information sharing and inventory management practices on firms' performance in supply chain practices. *Gadjah Mada International Journal of Business, 25*(2), 199-225. Retrieved by https://doi.org/10.22146/gamaijb.69616

Hapsari, N. A., Saribanon, E., Larasati, R., Arjuna, A. R., Lesmini, L., Widiyanto, P., & Sitanggang, R. (2023). The effect of logistics integration and delivery speed on the growth of PT. Wahana Prestasi Logistik. *KnE Social Sciences, 8*(9), 1177–1192.

Hasindu Shanilka, L. P., & Kavirathna, C. A. (2024). Impacts of inventory management factors on inventory performance measures: The Sri Lankan wholesale sector. *Journal of South Asian Logistics and Transport, 4*(2), 109–147.

Hasnita, S. (2021). Analysis of validity and reliability in quantitative research. *Journal of Research Methodology, 7*(2), 45-53.

Li, R., Yang, L., & Yue, X. (2023). Multiperiod Channel Coordination in Franchise Networks: The Necessity of Internal Inventory Trading and Franchiser Involvement. *Production and Operations Management, 32*(11), 3773-3794.

Mirajdandi, A., Sari, N., & Putra, R. (2021). Inventory Management and Its effect on Operational Efficiency in businesses. *Indonesian Journal of Management and Business, 9*(2), 98-107.

Pramudita, A. S., & Guslan, D. (2025). The Impact of Logistics Service standard on Consumer Satisfaction in E-Commerce Distribution Channels in Indonesia. *Journal of Distribution Science, 2*, 109-118.

Stewen, A., Fitriano, A., & Antono, W. (2021). Effect of Distribution Channels, Service standard and Product quality on Purchase Decisions at PT Sumatra Sukses Jaya (FDR Tire Distributor). *International Journal of Research and Review, 8*(6), 175-179.

Sugiyono. (2020). *Quantitative, qualitative, and R&D research methods (p. 16).* Bandung: Alfabeta.

Trivedi, S., Nigam, A., & Pareek, A. (2023). Service standard dimensions in the manufacturer–distributor dyadic relationship: manufacturer-to-distributor context. *International Journal of Retail & Distribution Management, 51*(3), 407-423.