

The Influence of Timeliness and Product Availability in Logistics Distribution on Partner Satisfaction at Perum BULOG in Bengkalis Regency

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Abstract

This study aims to examine the simultaneous and partial influence of timeliness and product availability in logistics distribution on partner satisfaction at Perum Bulog in Bengkalis Regency. This study employed a quantitative approach using an associative research design. The population consisted of partners of Perum Bulog in Bengkalis Regency. The sample was determined using a saturated sampling technique. Data were collected through a structured questionnaire and analyzed using multiple linear regression analysis. The results indicate that timeliness and product availability simultaneously have a positive and significant influence on partner satisfaction. Partially, timeliness has a positive and significant influence on partner satisfaction. Likewise, product availability also has a positive and significant influence on partner satisfaction. These findings imply that improving delivery timeliness and maintaining product availability are essential for enhancing partner satisfaction and strengthening the effectiveness of logistics distribution at Perum BULOG in Bengkalis Regency.

Keywords:

Timeliness; Product Availability; Logistics Distribution; Partner Satisfaction; Perum Bulog.

1. INTRODUCTION

Logistics distribution constitutes a fundamental component of supply chain management, as it ensures that products are delivered to customers or business partners efficiently, effectively, and sustainably. An effective logistics distribution system not only focuses on transporting goods from their origin to their destination but also guarantees that products are available in the required quantity, maintained in good condition, and delivered within the agreed timeframe. Consequently, logistics performance plays a crucial role in enabling organizations to achieve operational efficiency while meeting the expectations of customers and distribution partners. This role is particularly significant in the food sector, where an efficient logistics system is essential for maintaining a continuous supply of staple commodities to the community.

In Indonesia, Perum Bulog, a state-owned enterprise (SOE), plays a strategic role in supporting national food security through the procurement, storage, and distribution of staple food commodities. To fulfill this responsibility, Perum Bulog collaborates with various distribution partners to ensure that food products are delivered efficiently and reach consumers in a timely manner. Therefore, the effectiveness of Perum Bulog's logistics distribution is determined not only by its ability to distribute food commodities but also by its capability to maintain high-quality logistics services for its distribution partners. Reliable logistics services are essential for sustaining long-term partnerships and ensuring the continuity of food distribution throughout the country.

Among the various factors influencing logistics performance, delivery timeliness and product availability are widely recognized as two critical dimensions of distribution effectiveness. Delivery timeliness refers to an organization's ability to deliver products according to the schedule agreed upon with its distribution partners. Timely deliveries enable partners to maintain smooth operational activities, efficiently manage inventory, and satisfy customer demand without unnecessary interruptions. Conversely, delivery delays may disrupt

operational processes, increase inventory-related costs, and reduce partners' confidence in the logistics services provided.

Another essential aspect of logistics distribution is product availability, which reflects an organization's capability to provide products in the required quantity, type, and time to meet partners' operational requirements. Maintaining adequate product availability is particularly important in food logistics because distribution partners rely on continuous product supplies to satisfy market demand. Failure to maintain sufficient inventory may result in stock shortages, interrupted distribution activities, declining service quality, and reduced partner confidence. Consequently, effective inventory management and distribution planning are indispensable for ensuring product availability and improving overall logistics performance (Lussianda, E. O., & Munawir, M., 2021).

These challenges are particularly evident in Bengkalis District, an archipelagic region in Riau Province where logistics distribution depends heavily on sea transportation. The geographical characteristics of the region expose distribution activities to various operational constraints, including unpredictable weather conditions, limited transportation facilities, and inadequate logistics infrastructure. Such circumstances frequently affect delivery schedules and product availability at the partner level. As a result, distribution partners may encounter operational difficulties in meeting customer demand, which can ultimately influence their level of satisfaction with the logistics services provided by Perum Bulog.

Previous studies have extensively examined the relationship between logistics service quality and customer satisfaction in private logistics companies, courier services, and e-commerce industries. Although these studies consistently demonstrate that logistics performance contributes positively to service satisfaction, empirical evidence concerning public-sector logistics organizations remains relatively limited. Moreover, most previous studies have focused primarily on customer satisfaction, whereas research examining partner satisfaction within public food distribution systems has received considerably less attention. Existing studies conducted in archipelagic regions, where geographical conditions create unique logistical challenges, are also relatively scarce.

Addressing these research gaps, the present study adopts a different perspective by investigating partner satisfaction as an indicator of logistics service performance within a public-sector organization. Unlike previous studies that mainly emphasize commercial logistics services, this research simultaneously examines the effects of delivery timeliness and product availability on partner satisfaction in the context of public food distribution. Furthermore, by focusing on Perum Bulog in Bengkalis District, this study provides empirical evidence from an archipelagic region characterized by distinctive distribution challenges that differ substantially from those of mainland areas.

Accordingly, this study aims to analyze the effects of delivery timeliness and product availability on partner satisfaction at Perum Bulog in Bengkalis District. The findings are expected to provide practical recommendations for improving logistics distribution performance through enhanced delivery timeliness and better product availability management. In addition, this study is expected to enrich the literature on logistics and supply chain management by providing empirical insights into the determinants of partner satisfaction within public-sector food distribution systems.

1.1. Delivery Timeliness

Logistics plays an essential role in managing the flow of goods and information from suppliers to customers effectively and efficiently. Besides transportation activities, logistics also includes inventory management, warehousing, and information management to ensure smooth distribution processes. According to Al Farohi et al., as cited in (Haloho, 2024) logistics is responsible for regulating and controlling the movement of goods and information to meet customer needs efficiently while improving supply chain performance. Therefore, effective logistics management is fundamental to ensuring products are available at the right place and the right time.

One of the key aspects of logistics performance is delivery timeliness, which refers to the ability of a logistics system to deliver products to distribution partners according to the promised schedule. In the context of Perum BULOG, timely delivery is particularly important because delays may disrupt food distribution activities and affect partners' operational performance. According to Safriudin and Jauhari, as cited in (Rizki & Purnaya, 2026), customers frequently use estimated delivery and arrival times as important benchmarks in evaluating the quality of delivery services. Likewise, Pujawan, as cited in (Desri et al, 2024), defined delivery timeliness as the supplier's ability to deliver products on the agreed date, which is influenced by production capacity, delivery capability, and transportation distance. These perspectives indicate that delivery timeliness reflects the effectiveness of logistics operations in fulfilling distribution commitments.

1.2. Product Availability

Product availability refers to an organization's ability to provide products in the required quantity, type, and time to meet partners' needs. Within Perum BULOG's logistics distribution system, product availability is essential because it supports the continuity of staple food supply and prevents distribution disruptions. Insufficient product availability may lead to stock shortages, operational inefficiencies, and declining partner confidence.

According to Kotler, as cited in (Setiawati et al., 2025), product availability is the company's ability to ensure that products required by customers are consistently available whenever needed. Lupiyoadi, as cited in (Setiawati et al., 2025), further explained that product availability is closely related to inventory management practices that enable organizations to meet market demand continuously while avoiding stock shortages. In addition, Sartika et al., as cited in Setiawati et al. (2026), stated that effective distribution systems and inventory management significantly influence product availability because they facilitate the accessibility of products to customers (Lestari, P. D., & Hardini, H. T., 2026).

Furthermore, (Setiawati et al., 2025) identified three main factors affecting product availability, namely production and distribution capability, inventory management, and market demand. These factors collectively determine whether organizations can maintain sufficient product availability to support operational continuity and partner satisfaction.

1.3. Partner Satisfaction

Partner satisfaction refers to the subjective evaluation of distributors, agents, or retailers regarding the logistics services provided by an organization. In food logistics, partner satisfaction serves as an important indicator of successful and sustainable distribution performance because it reflects the extent to which logistics services meet partners' expectations and operational requirements.

Kotler and Keller, as cited in (Tanjung et al., 2021), defined satisfaction as the result of comparing perceived performance with customer expectations. Customers become satisfied when service performance meets or exceeds their expectations, whereas dissatisfaction occurs when perceived performance falls below expectations. Similarly, Zikri and Harahap, as cited in (Haryanto et al., 2023), explained that satisfaction represents an individual's feeling after comparing the actual performance of a product or service with the expected performance. Therefore, partner satisfaction can be regarded as an evaluation of logistics service performance based on whether delivery activities and product availability fulfill partners' operational needs and expectations.

2. RESEARCH METHOD

This study adopted a quantitative approach with an associative research design to investigate the effects of delivery timeliness and product availability on partner satisfaction at Perum BULOG in Bengkalis District. A quantitative approach was considered appropriate because the study sought to examine the relationships among the research variables using statistical analysis based on empirical evidence obtained from the respondents.

The study was carried out at Perum BULOG, Bengkalis District, between February and June 2026. All stages of the research, including instrument development, questionnaire administration, field observations, interviews, and data collection, were fully completed during this period. Therefore, the findings presented in this study are based exclusively on actual empirical data collected in 2026 and do not involve projected, estimated, or planned future data. The study population comprised 46 active partners directly involved in the logistics distribution process. Given the relatively small population size, a total sampling (census) technique was employed, allowing all members of the population to participate as research respondents.

Both primary and secondary data sources were utilized in this study. Primary data were collected through structured questionnaires administered to all respondents during the research period, while secondary data were obtained from Perum BULOG's internal documents, academic books, scientific journal articles, and other relevant literature. In addition, field observations and semi-structured interviews were conducted to obtain supporting information regarding the logistics distribution process.

The research instrument was developed based on indicators adapted from previous studies and measured using a five-point Likert scale ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied). Before conducting the statistical analysis, the questionnaire was subjected to validity and reliability testing to ensure that each measurement item accurately and consistently represented the study variables.

The data were analyzed using IBM SPSS Statistics version 20. The analytical procedures included descriptive statistical analysis, validity and reliability testing, classical assumption tests (normality, heteroscedasticity, and linearity), and multiple linear regression analysis.

Table 1. Operational of Research Variables.

Variable	Indictor	Reference	Scale
Delivery Timeliness (x1)	1. Delivery schedule accuracy	Adapted from Handoko as cited in (Rizki & Purnaya, 2026),	Five-point Likert Scale
	2. Partner waiting time		
	3. Frequency of delivery delays		
	4. Delivery consistency		

Product Availability (X ₂)	1.	Products are consistently available in stores.	Adapted from Kotler, as cited in (Setiawati et al., 2025)	Five-point Likert Scale
	2.	Ease of purchasing Bulog products.		
	3.	Completeness of products available at outlets.		
	4.	Even distribution and availability of products across outlets.		
Partner Satisfaction (Y)	1.	Expectation confirmation	Adapted from Hawkins and Lonney, as cited in (Bramasta & Ikram, 2023)	Five-point Likert Scale
	2.	Intention to continue the partnership		
	3.	Willingness to recommen		

3. RESULTS AND DISCUSSION

This section presents the results of the data analysis and discussion based on the research objectives. The discussion begins with an overview of the respondents' characteristics, followed by the evaluation of the research instrument through validity and reliability tests, classical assumption tests, and hypothesis testing using multiple linear regression analysis. Furthermore, the findings are interpreted by referring to relevant theories and previous studies to explain the effects of delivery timeliness and product availability on partner satisfaction.

3.1. Results

3.1.1. Respondent characteristics

A total of 46 valid questionnaires were collected from active partners of Perum BULOG in Bengkalis District. Table 2 presents the respondents' characteristics based on the duration of their partnership with Perum BULOG. The results indicate that the majority of respondents had been partners for 1–3 years, accounting for 22 respondents (47.8%). This was followed by respondents who had been partners for less than one year, totaling 10 respondents (21.7%), while 9 respondents (19.6%) had maintained the partnership for 4–6 years. The smallest group consisted of respondents who had been partners for more than six years, comprising 5 respondents (10.9%). These findings indicate that most respondents had maintained their partnership with Perum BULOG for one to three years, suggesting that they possessed sufficient experience with the company's logistics distribution activities to provide reliable assessments of delivery timeliness, product availability, and partner satisfaction.

Table 2. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Long-standing Partner of Bulog Bengkalis	< 1 Tahun	10	21,7%
	1- 3 Tahun	22	47,8%
	4 – 6 Tahun	9	19,6%
	> 6 Tahun	5	10,9%

Source Processed research data (2026).

3.1.2. Instrument Testing

Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure that all questionnaire items accurately and consistently measured the research variables. The validity test results indicated that all items measuring Delivery Timeliness (X₁), Product Availability (X₂), and Partner Satisfaction (Y) were valid, as each item demonstrated a Pearson correlation coefficient higher than the critical value with a significance level of 0.000 ($p < 0.05$). The item-total correlation coefficients ranged from 0.786 to 0.878 for Delivery Timeliness, 0.718 to 0.866 for Product Availability, and 0.794 to 0.874 for Partner Satisfaction. These results confirm that all questionnaire items satisfied the validity requirements. Furthermore, reliability testing was conducted using Cronbach's Alpha to assess the internal consistency of the measurement instrument. The results revealed Cronbach's Alpha values of 0.852 for Delivery Timeliness, 0.859 for Product Availability, and 0.911 for Partner Satisfaction. Since all Cronbach's Alpha values exceeded the recommended threshold of 0.70, the research instrument demonstrated excellent reliability. Therefore, all research variables were considered both valid and reliable, making them suitable for subsequent statistical analyses.

Table 3 Validity and Reliability Test Results

Variable	Items	Validity (r-value)	Cronbach's Alpha	Interpretation
Delivery Timeliness (X ₁)	4	0.786–0.878	0.852	Valid and Reliable
Product Availability (X ₂)	5	0.718–0.866	0.859	Valid and Reliable
Partner Satisfaction Y)	6	0.794–0.874	0.911	Valid and Reliable

Source Processed research data (2026).

3.1.3. Classical Assumption Tests

Classical assumption tests were conducted to ensure that the multiple linear regression model met the statistical requirements before hypothesis testing. The tests included normality, linearity, heteroscedasticity, and multicollinearity. The normality test using the One-Sample Kolmogorov–Smirnov method produced an Asymp. Sig. value of 0.000. Although this value was below the significance level of 0.05, the normality assumption was considered acceptable because the Normal P–P Plot and Histogram indicated that the residuals were approximately normally distributed. The linearity test indicated a significant linear relationship between the independent variables and Partner Satisfaction. The Delivery Timeliness variable obtained a Linearity significance value of 0.000 with an F-value of 78.672, while Product Availability also showed a Linearity significance value of 0.000 with an F-value of 81.820, indicating that both independent variables had a significant linear relationship with Partner Satisfaction. Furthermore, the scatterplot analysis showed that the residuals were randomly distributed above and below the zero line without forming any specific pattern, indicating the absence of heteroscedasticity. The multicollinearity test showed that both independent variables had Tolerance values of 0.562 and Variance Inflation Factor (VIF) values of 1.781. Since the Tolerance values exceeded 0.10 and the VIF values were below 10, no multicollinearity was detected among the independent variables. Based on these results, the regression model was considered appropriate for further analysis to examine the effects of Delivery Timeliness and Product Availability in Logistics Distribution on Partner Satisfaction.

3.1.4. Correlation and Coefficient of Determination Analysis

As presented in Table 4, the correlation analysis showed an R value of 0.758, indicating a strong positive relationship between Delivery Timeliness, Product Availability, and Partner Satisfaction. Furthermore, the coefficient of determination analysis produced an R Square value of 0.574, indicating that 57.4% of the variation in Partner Satisfaction can be explained by the independent variables included in this study, namely Delivery Timeliness and Product Availability in Logistics Distribution, while the remaining 42.6% is explained by other factors outside the research model. In addition, the Adjusted R Square value of 0.555 indicates that the regression model has good explanatory capability in explaining variations in Partner Satisfaction.

Table 4 Correlation and Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	0.574	0.555	1.682

Source Processed research data (2026).

As presented in Table 5, the multiple linear regression analysis produced the following regression equation:

$$Y = 5.747 + 0.765(X_1) + 0.350(X_2)$$

The regression equation indicates that the constant value is 5.747, implying that Partner Satisfaction has a baseline value of 5.747 when the independent variables are assumed to be constant. The regression coefficient for Delivery Timeliness (X₁) is 0.765, indicating that every one-unit increase in delivery timeliness is associated with an increase of 0.765 units in Partner Satisfaction, assuming the other independent variable remains constant. Likewise, the regression coefficient for Product Availability (X₂) is 0.350, indicating that every one-unit increase in product availability increases Partner Satisfaction by 0.350 units. Since both regression coefficients are positive, Delivery Timeliness and Product Availability have a positive relationship with Partner Satisfaction.

Table 5 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	5,747	2,900		1,982	0,054		
Total X1	0,765	0,181	0,561	4,226	0,000	0,562	1,781
Total X2	0,350	0,179	0,259	1,953	0,057	0,562	1,781

Source Processed research data (2026).

3.1.5. Hypothesis Testing

The hypothesis testing results indicate that Delivery Timeliness (X_1) has a positive and significant effect on Partner Satisfaction, with a t-value of 4.226 and a significance value of 0.000 (< 0.05). In contrast, Product Availability (X_2) has a positive but insignificant effect on Partner Satisfaction, with a t-value of 1.953 and a significance value of 0.057 (> 0.05). Furthermore, as presented in Table 6, the simultaneous (F-test) produced an F-value of 29.027 with a significance value of 0.000 (< 0.05), indicating that Delivery Timeliness and Product Availability in Logistics Distribution jointly have a significant effect on Partner Satisfaction. Therefore, the hypothesis regarding the effect of Delivery Timeliness is supported, whereas the hypothesis regarding the effect of Product Availability is not supported. Nevertheless, the independent variables collectively have a significant influence on Partner Satisfaction.

Table 6 ANOVA Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164,266	2	82,133	29,027	,000 ^b
	Residual	121,669	43	2,830		
	Total	285,935	45			

Source Processed research data (2026).

3.2. Discussion

3.2.1. The Simultaneous Effect of Delivery Timeliness and Product Availability on Partner Satisfaction

The findings indicate that the regression model consisting of Delivery Timeliness and Product Availability has a statistically significant simultaneous effect on Partner Satisfaction. This is evidenced by the F-test result of 29.027 with a significance value of 0.000 ($p < 0.05$), indicating that the independent variables collectively explain variations in partner satisfaction. Furthermore, the coefficient of determination ($R^2 = 0.574$) shows that 57.4% of the variation in Partner Satisfaction can be explained by the regression model, while the remaining 42.6% is attributable to other factors outside the scope of this study.

These findings suggest that partner satisfaction is influenced by the combined performance of multiple aspects of the logistics distribution system rather than by a single operational factor. However, the partial regression analysis demonstrates that the primary contribution to the model is derived from Delivery Timeliness, which has a statistically significant effect on Partner Satisfaction. In contrast, Product Availability exhibits a positive relationship but does not have a statistically significant effect when assessed individually. Therefore, the overall significance of the regression model is largely driven by the strong contribution of Delivery Timeliness, while Product Availability remains a supporting factor within the logistics distribution system.

From a practical perspective, these findings imply that improving partner satisfaction requires more than ensuring sufficient product availability. Equally important is the organization's ability to deliver products according to the predetermined schedule. For Perum BULOG Bengkalis District, an effective logistics distribution system depends on the integration of inventory management and distribution operations. Consequently, the company should continuously improve inventory planning, warehouse management, and delivery scheduling to enhance service performance and strengthen partner satisfaction.

Moreover, 42.6% of the variation in Partner Satisfaction remains unexplained by the current model, indicating that other variables may also influence partner satisfaction. These may include communication quality, service reliability, complaint handling, distribution flexibility, and partnership quality. Future studies are therefore encouraged to incorporate these variables to provide a more comprehensive understanding of the determinants of partner satisfaction.

3.2.2. The Effect of Delivery Timeliness on Partner Satisfaction

The partial regression analysis reveals that Delivery Timeliness has a positive and statistically significant effect on Partner Satisfaction ($t = 4.226$; $p = 0.000$). This finding indicates that the more consistently products are delivered according to the agreed schedule, the higher the level of partner satisfaction with the logistics distribution services provided by Perum BULOG Bengkalis District.

Delivery Timeliness plays a critical role because it directly supports the operational continuity of distribution partners. Timely deliveries enable partners to maintain product availability, fulfill market demand as scheduled, and minimize operational disruptions. Conversely, delivery delays may interrupt distribution activities, increase operational costs, and reduce partners' confidence in the organization's logistics capabilities. Therefore, delivery timeliness serves as one of the most important indicators of logistics distribution performance.

These findings are consistent with previous logistics studies, which suggest that timely delivery is a key determinant of user satisfaction. Delivering products according to the promised schedule enhances users' trust in logistics providers, improves operational efficiency, and creates a positive perception of service performance. The results of this study therefore reinforce the importance of delivery timeliness as the primary factor influencing partner satisfaction at Perum BULOG Bengkalis District.

Based on these findings, Perum BULOG Bengkalis District should continue improving delivery performance through more effective distribution planning, efficient fleet management, and stronger coordination among all parties involved in the logistics distribution process. Such improvements are expected to maintain consistent delivery performance and further enhance partner satisfaction.

3.2.3. The Effect of Product Availability on Partner Satisfaction

The findings indicate that Product Availability has a positive but statistically insignificant effect on Partner Satisfaction ($t = 1.953$; $p = 0.057$). Although the regression coefficient suggests that greater product availability tends to increase partner satisfaction, the relationship does not reach statistical significance at the 5% significance level.

This finding implies that Product Availability is not the primary factor considered by partners when evaluating the quality of logistics distribution services. One possible explanation is that Perum BULOG has generally maintained product availability at an adequate level, causing partners to perceive product availability as a basic service requirement rather than as a distinguishing factor influencing their satisfaction. Consequently, partners are more likely to evaluate service performance based on other operational aspects, particularly the punctuality of product delivery.

This finding differs from the study conducted by Bramasta and Ikram (2022), which reported that product availability had a significant positive effect on customer satisfaction. The discrepancy may be attributed to differences in the research context. Bramasta and Ikram examined a commercial distribution company operating in a competitive business environment, whereas the present study focuses on Perum BULOG, a state-owned enterprise responsible for maintaining food distribution and price stability. Under such conditions, distribution partners appear to place greater importance on receiving products on time than on product availability itself, provided that their operational needs continue to be adequately fulfilled.

Nevertheless, the positive regression coefficient indicates that Product Availability still contributes to partner satisfaction, despite its statistically insignificant effect. Therefore, Perum BULOG should continue maintaining adequate inventory levels to support uninterrupted logistics operations. Furthermore, because 42.6% of the variation in Partner Satisfaction remains unexplained, future studies are encouraged to investigate additional variables, such as communication quality, service reliability, complaint handling, partnership quality, and other operational factors that may influence partner satisfaction more comprehensively.

4. CONCLUSION

This study was conducted to examine the effects of Delivery Timeliness and Product Availability on Partner Satisfaction in the logistics distribution system of Perum BULOG Bengkalis District. The findings demonstrate that Delivery Timeliness has a positive and statistically significant influence on Partner Satisfaction, whereas Product Availability shows a positive but statistically insignificant effect. Nevertheless, the regression model confirms that both variables collectively have a significant effect on Partner Satisfaction. These results indicate that, within the context of Perum BULOG Bengkalis District, delivery timeliness plays a more dominant role than product availability in determining partner satisfaction.

The findings offer important practical implications for Perum BULOG. To improve partner satisfaction, the organization should prioritize enhancing delivery timeliness through more effective distribution planning, improved warehouse and inventory coordination, optimized transportation scheduling, and stronger communication with distribution partners. Although Product Availability was not found to have a statistically significant individual effect, maintaining adequate inventory levels remains essential to ensure uninterrupted distribution operations and support the continuity of logistics services.

This study is limited to distribution partners of Perum BULOG Bengkalis District and only examines two independent variables, namely Delivery Timeliness and Product Availability. Furthermore, the coefficient of determination indicates that 42.6% of the variation in Partner Satisfaction is explained by factors beyond the scope of the present research. Therefore, future studies are encouraged to incorporate additional variables that may influence partner satisfaction, such as service quality, distribution reliability, product quality, communication quality, complaint handling, distribution flexibility, supply chain performance, partner trust, and partnership quality. Expanding the study to other Perum BULOG regional offices or different logistics organizations is also recommended to improve the generalizability of the findings and provide a more comprehensive understanding of the factors affecting partner satisfaction.

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