

# Essential Drivers of Customer Satisfaction in using Shopee Apps: A Perspective of Logistic Service Dimensions

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## ABSTRACT

*This study was motivated by authors' curiosity to study Shopee as a booming e-commerce company, while logistics services are critical for Shopee's success in term of satisfying its customers. This study aims to examine how factors of logistic dimensions affect customer satisfaction of Shopee and is basic research. The authors applied a correlational research type with a quantitative approach. The primary data were obtained directly from respondents by distributing a questionnaire. They were analyzed using SEM approach and Analysis of Moment Structures (AMOS) software. The results show that of 7 hypotheses are supported. All factors of logistics dimensions: availability, delivery time, shipping cost, delivery reliability, product quality and condition, consumer complaint and return policy, and information quality affect customer satisfaction. This implies that Shopee must make its stocks available, ensure its delivery time on time, pay attention on its shipping cost, ensure the delivery of goods is in accordance with the conditions applied, the product packaging during shipping is not damaged, a simple return policy, provide information that meets expectations to satisfy its consumers. The present study can shed light on the logistics services dimensions that align with customer expectations in the e-commerce industry. Understanding these crucial logistics dimensions can enable Shopee to better tailor their logistics operations to meet and exceed customer needs, ultimately resulting in satisfaction.*

## Keywords:

*E-commerce, Customer Satisfaction, Logistic Service Dimensions*

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## 1. INTRODUCTION

In the current globalization era, information technology grows and develops very rapidly along with the help of the Internet. The potential of the Internet as a marketing and selling medium has been widely discussed lately, and the use of the Internet has changed the way people make transactions, namely online shopping in e-commerce. Online shopping in e-commerce offers a number of new value-added characteristics. In the future, online shopping will replace conventional ways of doing business. Lower prices are one of the advantages of online shopping. The reason is that it minimizes the need to rent a physical store as it does not require a place to display goods physically.

In connection with the above condition, Rizaty (2023) reported an increase in e-commerce sales from IDR 401 trillion in 2021 to IDR 476 trillion in 2022. The growth of e-commerce is accelerating due to the presence of marketplaces, which provide convenience in offering online stores and can offer their products digitally to a wider range of consumers. E-commerce is the process of buying and selling products using electronic data over the Internet (Gulfraz et al., 2022).

In Indonesia, e-commerce's market share growth is increasing. It is proven by the increasing number of internet users, which is a great potential for e-commerce marketers. One of many e-commerce companies

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in Indonesia is Shopee. It is an application that enables users to buy and sell online various products, from fashion to products for daily needs online, that can be accessed easily using a Smartphone. It entered Indonesia in May 2015 and enables sellers to sell easily and provides consumers with a secure payment process and integrated logistics arrangements.

Currently, Shopee has reached 10 million downloads on the Google Play Store. Based on Databoks data about the 5 E-Commerce with the Most Visitors in Indonesia, in the first quarter of 2023, Shopee came first with 158 million visitors, followed by Tokopedia with 117 million visitors, and the third is Lazada with 83.2 million visitors (Ahdiat, 2023). This Shopee's achievement has motivated the authors to choose Shopee as the research object. using a Smartphone. Besides offering a wide range of products, Shopee is supported by secure payment methods, integrated delivery services, and innovative social features to make buying and selling more fun, safe, and practical. Shopee's target users are young people who are currently accustomed to doing activities with the help of gadgets, including shopping activities.

In previous research Vasić et al. (2021) conducted a study that aimed to examine whether availability, product quality and condition, delivery time, shipping cost, delivery reliability, consumer complaints, and return policies affect e-customer perception and satisfaction. This model was analyzed using Structural Equation Modeling (SEM) with a sample of 425 people who have made transactions in the Serbian market. The results showed that the overall research received a positive response, so all hypotheses were supported.

Phan & Huynh (2023) conducted a study that aims to examine whether personnel contact quality, delivery quality, information quality, timeliness quality, empathy quality and perceived importance affect satisfaction. This model was analyzed using SEM with a sample of 187 Vietnamese internet consumers.

Shopee has quite large inventory of goods. Online merchants have a variety of products ranging from fashion items and daily necessities to cosmetics and body care. The inventory of goods owned by each online store in Shopee is quite diverse, ranging from limited stock to large list. In the shipping process, Shopee has an estimated time for shipping its products. The period given in each region varies according to the distance from the location of the online merchant to the customer. Shopee has a shipping information feature that eases consumers to track orders. This feature contains the estimated package received on the date and time according to the logistics department and knows the movement of the ordered goods has reached certain postal posts. Satisfied consumers can rate the Shopee products purchased. The rating feature is available when a consumer completes an order, and a rating feature will appear. Consumers can also give a star rating from 1 to 5. If the rating gets lower, then it is certain that consumers are not happy with the service and products sold by the seller.

This study aims to examine how the factors of logistic dimensions consisting of availability, delivery time, shipping cost, delivery reliability, product quality and condition, consumer complaint and return policy, and information quality affect customer satisfaction of Shopee as this study's object. It contribute to shedding light on the logistics services

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dimensions that align with customer expectations in the e-commerce industry. Understanding these crucial logistics dimensions can make Shopee better tailor their logistics operations to meet and exceed customer needs, ultimately resulting in satisfaction and loyalty.

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## **2. THEORETICAL FRAMEWORK AND HYPOTHESIS**

Satisfaction is a crucial factor. According to Ginting et al. (2023), satisfaction is the response generated by consumers in using a product or seeing the expected product performance in accordance with consumer expectations. Customer satisfaction is defined as a feeling of disappointment obtained from the results of the evaluation process about customer expectations. It is accepted in purchasing decisions as well as desires or needs related to customer choices (Kotler et al., 2019). Measurement is indicated by customer satisfaction in this variable, e-commerce completely satisfies the expectations, users enjoy doing transaction at the e-commerce, the e-commerce does business in accordance with them and users would recommend this e-commerce to other consumers.

Availability is the appropriate quantity of product inventory on online channels and the company's way to control the availability of existing goods using existing channels and the company's efforts to deal with stock-out situations (Ilieva et al., 2022). Sheu & Chang (2022) stated that system availability is the level of accuracy in the functionality aspects of an electronic system or a site. Measurement indicators of availability are products are products in stock at the time of placing the order, the e-commerce provides information regarding product availability. The e-commerce, in the case of product unavailability, can provide it in the reasonably short time period, and the e-commerce offers the shipment tracking option.

Delivery time is the timeliness of delivery of products or services that consumers order (Koufteros et al., 2014). Time liness is related to the time it takes to place an order and receive an order (Cotarelo et al., 2021). Measurement indicators of delivery time are time period between placing the order and product delivery is short, products are delivered in accordance with the set dates and deadlines, the e-commerce delivers products in the strictly defined time, and products that were not delivered in time are subsequently sent fast.

According to Chaerani et al. (2023), shipping cost is the cost that comes from providing goods or services through the market outside of production costs. Also as stated by Ilieva et al. (2022), shipping cost is the amount of shipping costs billed for the purchase of a product or the amount of value that consumers exchange for the benefits of owning or using a product. Consumers will be very sensitive about prices because consumers will compare prices with what they get. Measurement indicators of shipping cost the e-commerce offers the possibility of free product delivery, the e-commerce provides delivery at low cost, and product delivery to the home address or shop's drop point does not have any additional hidden costs.

Again, as stated by Anwer AL-Shboul (2022), delivery reliability is the action the company takes in handling orders that do not match the goods that have been ordered before. Performance must be in accordance with customer expectations which means timeliness, the

same service for all customers without error, a sympathetic attitude and with high accuracy (Tjiptono, 2017). Measurement indicators of delivery reliability are the e-commerce delivers products in accordance with the set conditions, shipment content is in accordance with the customer's order, shipment rarely contains mistaken products, and Shipment seldom contains mistaken product.

According to Kotler et al. (2019) product and condition is the ability, accuracy, and overall benefit of the product in meeting customer needs in the form of services or goods. So product condition is a characteristic of goods and services that have the ability to meet needs. Measurement indicators of product and condition are transport packaging of the delivered products is rarely damaged, delivered products are seldom damaged, product damage rarely occurs due to inadequate, delivered products are in accordance with online specifications, and delivered products work.

Customer complaint and return policy is a process of customer evaluation of their consumption experience that may cause dissatisfaction (Badghish et al., 2015). For the measurement indicators of customer complaint and return policy, it can be indicated by the shipment content which is seldom liable to complaints. Thus, return policy is simple, the e-commerce offers multiple return policies, and damaged, unwanted or faulty products are collected and replaced fast and easy.

Information quality refers to data that meets certain requirements and meets customer satisfaction (Rubab et al., 2018). Information quality is information that is accurate, reliable, up-to-date, easy to understand and relevant and of quality (Semuel et al., 2021). Information quality is a technology system that offers valuable and critical information quickly and precisely to its users (Zhao, 2019). Measurement indicators of information quality are the e-commerce provides easily accessible information on products, the e-commerce offers adequate product information, and the e-commerce offers accurate product information.

### **Hypothesis Development**

Vasić et al. (2021) stated that availability has a positive impact on customer satisfaction> therefor, when the system availability can ease consumers to get the desired products. For that reason, satisfaction will be created. System availability is an aspect of service quality, where service quality is very closely related to customer satisfaction. According to Gök et al., (2019), system availability has a positive and significant effect on customer satisfaction, if the company has a complete supply of goods and according to the wishes of its consumers, it can create customer satisfaction.

H1: Availability has a positive and significant effect on e-customer satisfaction.

Also according to Vasić et al. (2021), the right time for the company to deliver products complying with the consumers order than can create a positive influence on customer satisfaction. It can be said that if the speed of time in responding is fast, it will create very high customer satisfaction. Timely delivery is considered one of the most important elements that lead to success in the e-commerce market, so it can be concluded that delivery time has a positive relationship with customer satisfaction (Huang et al., 2019). YuSheng& Ibrahim (2019) showed that there is a

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significant and positive influence between delivery time on satisfaction, which is the faster the company sends goods and the goods received in safe conditions, the higher the customer satisfaction.

H2: Delivery time has a positive and significant effect on e-customer satisfaction.

Again, Vasić et al., (2021) showed that shipping cost has a positive and significant effect on satisfaction because the less shipping costs consumers spend in shopping and it will increase customer satisfaction. If shipping costs and perceived quality are useful, it will affect high customer satisfaction, so shipping costs have a positive and significant effect on satisfaction. According to Naini et al., (2022), shipping costs can affect customer satisfaction, where shipping costs play an important role in determining consumer decisions to buy goods or services, so it can be concluded that shipping costs have a positive and significant effect on satisfaction.

H3: Shipping cost has a positive and significant influence on e-customer.

As stated by Anwer AL-Shboul (2022), delivery reliability is the action the company takes in handling orders that do not match the goods that have been ordered before. Performance must be in accordance with customer expectations which means timeliness, the same service for all customers without error, a sympathetic attitude and with high accuracy (Tjiptono, 2017). Koay et al., (2022) showed that partially delivery reliability has a significant effect on customer satisfaction. Therefore, the hypothesis can be generated as the following:

H4: Delivery reliability has a positive and significant influence on e-customer satisfaction.

Vasić et al. (2021) argued that there is a positive influence of product quality and condition on satisfaction. For example, when the condition of the goods that consumers receive is in accordance with their expectations, they will feel satisfied. On the contrary, when the condition of the goods does not match, it will make them disappointed. Therefore, the product condition is important in shaping the customer satisfaction. According to Alzoubi et al. (2022), perceived product quality is the strongest determinant of customer satisfaction, so it can be concluded that product and condition have a positive effect on customer satisfaction.

H5: Product quality and condition has a positive and significant influence on e-customer satisfaction.

Still Vasić et al. (2021) also stated that customer complaints and return policies have a positive and significant effect on customer satisfaction. In other words, it can be said that if the company gives clear guarantee, it can create the consumers satisfaction. Therefore, when the orders are damaged or in bad condition, the company shows its responsibility via the guarantee. (Huang et al., 2019) revealed that customer complaints and return policies have a positive and significant effect on customer satisfaction, so if the company provides good handling and responds quickly to complaints from its consumers, consumers feel satisfied with the company because consumers get a guarantee of quality goods from the product.

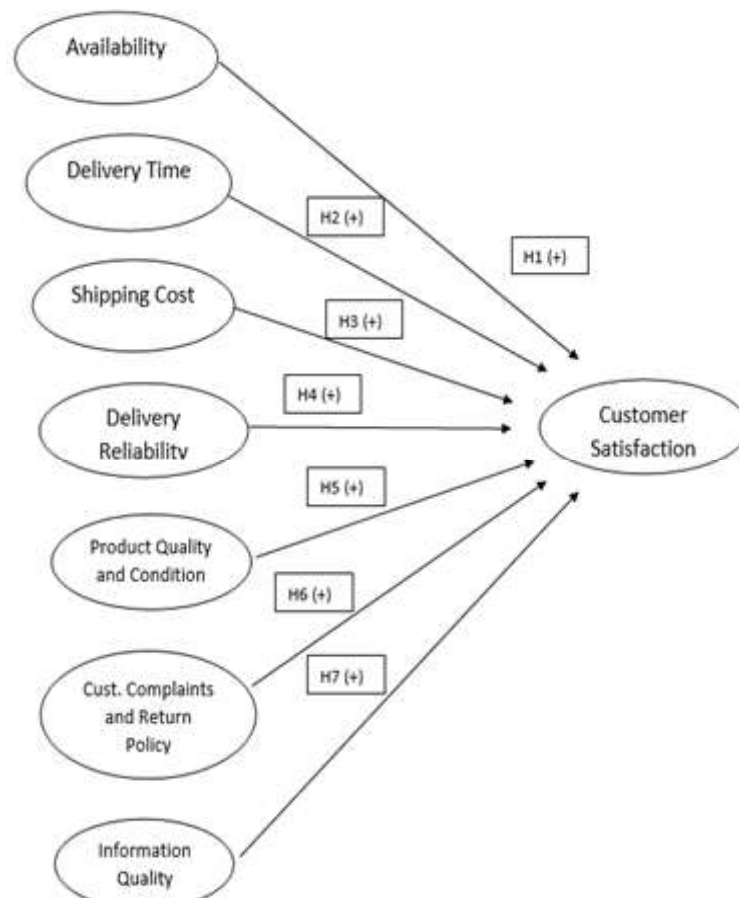
H6: Customer complaint and return policy has a positive and significant influence on e-customer satisfaction.

Vasić et al., (2021) revealed that information quality has a positive effect on customer satisfaction. The clearer information provided in accordance with the needs of its consumers, the more satisfaction will be created. information quality is the data that meets certain requirements and meets user satisfaction, so it can be concluded that the more data provided is accurate, clear and reliable and complete, it will create satisfaction (Rubab et al., 2018). The implication is that if the system quality and information quality are getting better, it will increase consumer satisfaction.

H7: Information quality has a positive and significant influence on e-customer satisfaction.

### 3. RESEARCH METHOD

This study is basic research and it applied a correlational research type with a quantitative approach. The primary data were collected by using a questionnaire that was distributed online via Gforms and offline from September- December 2022. The questionnaire replicated from Vasić et al., (2021). To avoid common method and nonresponse from being biases, the researchers communicated clearly this study's purpose and made the questions simple and short. The level used by all variables in this study is



**Figure 1**  
**Conceptual Research Model**

the interval level which shows a clear distance and difference on a certain scale. The alternative answers used are intervals arranged based on a numerical scale which is used to show the assessment of the respondents in each series of statements measured on a 5-point Likert scale, where the numbers 1 to 5 indicate that the higher the number, the more agreeable the respondent is to the statement asked in the questionnaire.

The population in this study are Shoppe consumers while the sample are Shoppe consumers aged over 18 years, live in Surabaya, and at least have a high school education. Respondents have purchased goods at Shoppe and used Shoppe delivery for the past 3 months at most. The target population characteristics are determined in order to get respondents who can already assess the feasibility of an event and have mature thinking. The sampling method used is non-probability sampling and purposive sampling method, which is a sampling method used to sort

**Table 1**  
**Descriptive Analysis Results**

Item	Description	Frequency	Percentage
Gender	Male	53	21
	Female	197	79
Age Group	18-30	137	55
	31-40	69	28
	41-50	31	12
	More than 50	13	5
Latest Education	High/Vocational School	193	77
	Diploma	28	11
	Bachelor	20	8
	Master	6	2.5
	Doctoral	3	1.5
Using Shoppe period	Less than 1 year	60	24
	1 – 2 years	85	34
	2 – 3 years	40	16
	3-4 years	27	11
	4-5 years	26	10
	More than 5 years	12	5
Preferred Sellers	Local	211	84
	Abroad	39	16
Goods needed by Buyers	Fashion	102	41
	Foods	102	41
	Other goods	28	11
	Motorcycle equipments	14	5
	Toys	4	2
	Free Shipping	194	78
Costs	Lowest shipping costs	35	14
	Paid but lowest shipping costs	21	8

Source: Data Processed

and determine samples based on considerations so that the data obtained is more representative (Sugiyono, 2018). In testing the questionnaire data obtained, authors exercised the Structural Equation Modeling (SEM) method using Analysis of Moment Structures (AMOS) software, where previously validity and reliability tests are carried out to measure the dimensions of the variables studied.

#### 4. DATA ANALYSIS AND DISCUSSION

Before the data analysis, the researchers conducted a validity test to see whether a research instrument is really valid. The requirement for an item to be declared valid if the results of the Pearson correlation between each statement and its total score produce a significance value  $< 0.05$  or  $\alpha = 5\%$ . The validity test results show that all indicators at all research variables: availability, delivery time, shipping cost, delivery reliability, product and condition, consumer complaint and return policy, information quality, and e-consumer perception and satisfaction show a significance value  $< 0.05$  and a Pearson correlation value  $> 0.5$ . Therefore, all variables are declared to be valid. Besides that, the reliability test results show that all indicators of all variables have a Cronbach's alpha value  $\geq 0.6$ , thus, all are reliable.

The researchers distributed the questionnaires to 289 respondents. of the 289 respondents obtained, only 250 respondents could be used because 39 respondents did not meet the criteria in this study. From Table 1, it can be seen that of 250 respondents, 197 respondents were female (79%) and 53 were males (21%). Based on age group, the majority of 137 respondents (55%) were aged 18-25 years, followed by respondents aged 31-40 years with 69 respondents (28%), aged 41 - 50 years with 31 respondents (12%), and aged more than 50 years with 13 respondents (5%). Based on the latest education, 193 respondents (77%) had a high school/vocational high school education, followed by respondents with the latest diploma education with 28 respondents (11%). Meanwhile, 20 respondents (8%) had the latest Bachelor education, 6 respondents (2%) had Master degree education, and 3 respondents (1%) with doctoral degree (Table 1).

**Table 2**  
**The Results of Measurement Model Test**

No.	Goodness of fit	Criteria	Results	Description
1	CMIN/DF	$\leq 3.00$	1.333	Good Fit
2	RMSEA	$\leq 0.08$	0.037	Good Fit
3	GFI	$\geq 0.8$	0.879	Marginal Fit
4	CFI	$\geq 0.8$	0.959	Good Fit
5	TLI	$\geq 0.9$	0.953	Good Fit

Source: Data Processed



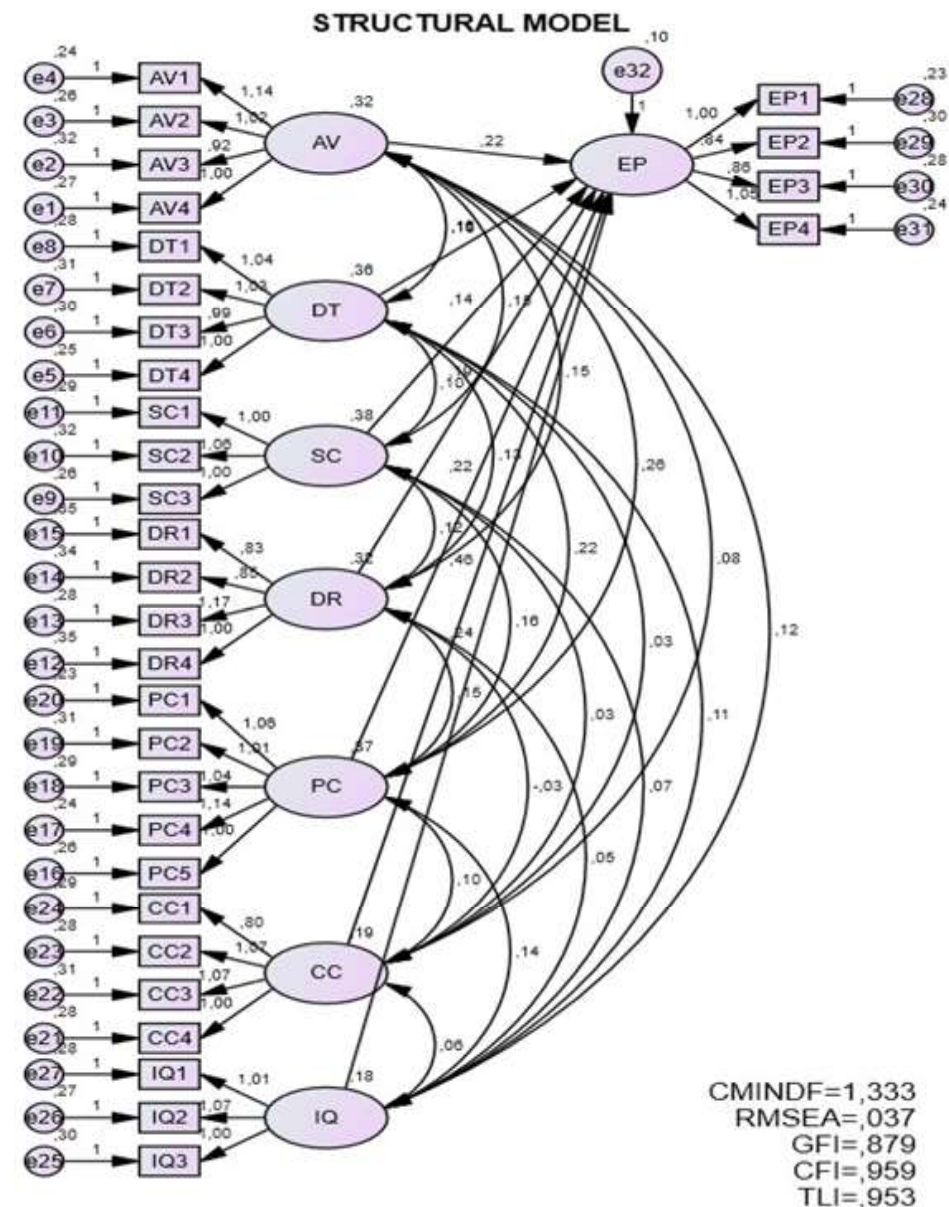
**Table 3**  
**Standardized Loadings, AVE and CR values for each Dimension and Variable**

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Variable	Indicator	Std Loading ( $\lambda$ )	AVE	CR	Description
AV	AV1	0.797	0.740	0.829	Valid and reliable
	AV2	0.752			Valid and reliable
	AV3	0.675			Valid and reliable
	AV4	0.735			Valid and reliable
DT	DT1	0.763	0.754	0.840	Valid and reliable
	DT2	0.744			Valid and reliable
	DT3	0.737			Valid and reliable
	DT4	0.77			Valid and reliable
DR	DR1	0.619	0.681	0.777	Valid and reliable
	DR2	0.635			Valid and reliable
	DR3	0.781			Valid and reliable
	DR4	0.687			Valid and reliable
SC	SC1	0.751	0.759	0.803	Valid and reliable
	SC2	0.756			Valid and reliable
	SC3	0.771			Valid and reliable
PC	PC1	0.807	0.780	0.951	Valid and reliable
	PC2	0.746			Valid and reliable
	PC3	0.761			Valid and reliable
	PC4	0.818			Valid and reliable
	PC5	0.767			Valid and reliable
CC	CC1	0.551	0.624	0.719	Valid and reliable
	CC2	0.665			Valid and reliable
	CC3	0.642			Valid and reliable
	CC4	0.639			Valid and reliable
EP	EP1	0.806	0.763	0.849	Valid and reliable
	EP2	0.707			Valid and reliable
	EP3	0.724			Valid and reliable
	EP4	0.816			Valid and reliable
IQ	IQ1	0.637	0.638	0.673	Valid and reliable
	IQ2	0.663			Valid and reliable
	IQ3	0.614			Valid and reliable

Source: Data Processed

Based on the respondent's shopping period, the most respondents were a shopping period of less than 2 years with 85 respondents (34%), followed by respondents with a shopping period of less than 1 year with 60 respondents (24%), respondents with a shopping period of less than 3 years with 40 respondents (16%), respondents with a shopping period of less than 5 years with 27 respondents (11%), and respondents with a shopping period of less than 4 years with 26 respondents (10%). The lowest respondents were respondents with a shopping period of more than 5 years with 12 respondents (5%).



**Figure 2**  
**Structural Model**  
Source: Data Processed

Based on the domicile of the store most favored by the respondent, most respondents in this study liked stores with local domiciles with a total of 211 respondents (84%) and the rest of 39 respondents (16%) liked stores domiciled abroad. Based on the goods needed by respondents, the most respondents were respondents who need fashion goods with 102 respondents (41%), followed by 102 (41%) respondents who need foods, 33 respondents (13%) with household furniture needs, 28 respondents (11%) need other goods and 19 respondents (8%) who need motorcycle equipment, and 4 respondents (2%) who need children's toys. Based on shipping costs, the most respondents in this study were respondents who always choose free shipping with 102 respondents (41%), followed by 35 respondents (14%) who want to pay lowest shipping costs, and 21 respondents (8%) who want to pay shipping costs.

**Table 4**  
**The Results of Hypothesis Testing**

Hypothesis	Standardized estimate	C.R.	P-value	Description
Availability > E-consumers' Perception and Satisfaction	0.218	2.018	0.044**	Supported
Delivery Time > E-consumers' Perception and Satisfaction	0.162	2.188	0.029**	Supported
Shipping Cost > E-consumers' Perception and Satisfaction	0.145	2.299	0.022**	Supported
Delivery Reliability > E-consumers' Perception and Satisfaction	0.190	2.419	0.016**	Supported
Product Quality and Condition > E-consumers' Perception and Satisfaction	0.217	2.021	0.043**	Supported
Consumer Complaint and Return Policy > E-consumers' Perception and Satisfaction	0.455	4.286	***	Supported
Information Quality > E-consumers' Perception and Satisfaction	0.242	2.167	0.030**	Supported

Note:

\*\*\*=significant with a p-value<0.001.

\*\*=significant with a p-value<0.05

Source: Data Processed

In Structural Equation Modeling (SEM), the measurement model is a model that describes the relationship between latent variables and their indicators. The measurement model stage is carried out to test whether the measuring instrument used in the study is valid and reliable. The measurement model analysis was carried out using the Confirmatory Factor Analysis (CFA) method on all variable indicators. The measurement model must meet the Goodness of Fit Index (GoF) criteria so that the model is said to be suitable for further analysis. The GoF test results can be seen in Table 2.

Table 2 shows the CMIN/DF value of  $1.333(\leq 3)$  indicating a good fit result, the RMSEA value of  $0.37(\leq 0.08)$  indicating a good fit result, the GFI value of  $0.879(\geq 0.8)$  indicating a marginal fit result, the CFI value of  $0.959(\geq 0.8)$  indicating a good fit result, and the TLI value of  $0.953(\geq 0.9)$  indicating a good fit result. After conducting the Measurement Model, validity and reliability measurements are carried out using the standardized loading value or Average Variance Extracted (AVE) and Construct Reliability (CR). An indicator can be said to be valid and reliable if it meets the standardized loading value  $\geq 0.5$ . If there is a standardized loading indicator that is lower than 0.5, then the indicator cannot be used and must be removed from the measurement model.

Table 3 shows the results of validity and reliability measurements using standardized loading, or Average Variance Extracted (AVE), and Construct Reliability (CR) values. Indicators can be used if they meet the requirements for standardized loading value  $\geq 0.5$  or AVE value  $\geq 0.5$  and  $CR \geq 0.7$ . All variables in Table 2 have met the standardized loading value. Thus, the indicators on all variables have met all the validity and reliability criteria in the measurement model so that it is feasible to proceed to the next stage. The next step was hypothesis testing. The hypothesis testing was carried out to see the effect between one variable and another the requirements for a hypothesis to be accepted can be seen from the Critical Ratio (C.R.) value which shows a value greater than 1.96 or  $|C.R.| \geq 1.96$  and an alpha value of 0.05 or 5% and a p-value  $< 0.05$  ( $p < 0.05$ ).

Table 4 shows that all 7 hypothesis are supported. A hypothesis is supported when it has the same direction of effect as the test results and has a significant value of a  $|C.R.|$  value  $\geq 1.96$  or a p-value  $< 0.05$ . Hypothesis 1 (H1) test results show that product availability has a positive influence on e-consumer perception and Satisfaction. This is evidenced by the standardized estimates value of 0.218 which is positive (+) and has a  $|C.R.|$  value of  $2.018 \geq 1.96$ , and a p-value of 0.044. These results are in line with Vasić et al. (2021). According to Vasić et al., (2021), the right time for the company to deliver products that consumers order will have a positive influence on customer satisfaction. It can be concluded that if the speed of time in responding is fast, it will form a very high customer satisfaction.

Hypothesis 2 (H2) test results show that delivery time has a positive influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.162 which is positive (+), and has a  $|C.R.| \geq 1.96$  value of 2.188 at a p-value of 0.029. These results are in line with Vasić et al. (2021), which postulated shipping time gives a positive and significant effect on satisfaction, because the faster the delivery time, the higher the customer satisfaction.

Hypothesis 3 (H3) test results show that shipping costs have a positive and significant influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.145 which is positive (+), and has a value of  $|C.R. | \geq 1.96$  which is 2.299 at a p-value of 0.022. These results are in line with According to Vasić et al. (2021). According to Vasić et al. (2021), shipping costs have a positive and significant effect on satisfaction, because the lower shipping costs consumers spend will increase customer satisfaction.

Hypothesis 4 (H4) test results show that delivery reliability has a positive and significant influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.190 which is positive (+), and has a  $|C.R. | \geq 1.96$  value of 2.419 at a p-value of 0.016. These results are in line with Vasić et al. (2021). Thus, it can be said that if the company is able to handle customer order discrepancies, it can increase customer satisfaction. Reliability plays an important role for information technology-based service providers such as online stores. In this case, online stores must provide the right service to make consumers feel comfortable in transacting in online stores, this is what can create satisfaction for their consumers.

Hypothesis 5 (H5) test results show that product quality has a positive and significant influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.217 which is positive (+), and has a  $|C.R. | \geq 1.96$  value of 2.021 at a p-value of 0.043. These results are in line with Vasić et al., (2021), which argued that product quality and condition has a positive and significant effect on satisfaction, because if the goods' condition that consumers receive fulfills their expectations, of course consumers will feel satisfied, but if goods' condition does not fulfill their expectations, it will make disappoint customers and decrease customer satisfaction.

Hypothesis 6 (H6) test results show that customer complaint and return policy has a positive and significant influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.455 and it is positive (+), and has a value of  $|C.R. | \geq 1.96$ , which is 4.286 at a p-value of \*\*\*. The results of this study are in line with Vasić et al. (2021), which revealed that when the company gives clear guarantee, it can create customer satisfaction because if the orders are damaged or in bad condition when received by consumers, the company shows its responsibility via the guarantee.

Hypothesis 7 (H7) test results show that information quality has a positive and significant influence on E-consumer Perception and Satisfaction. This is evidenced by the standardized estimates value, which is 0.242 which is positive (+), and has a  $|C.R. | \geq 1.96$  value of 2.167 at a p-value of 0.030. These results are in line with Vasić et al. (2021), which revealed that information quality has a positive effect on customer satisfaction, the clearer and more detailed information provided and in accordance with the needs of consumers will form customer satisfaction.

## **5. CONCLUSION, IMPLICATION, SUGGESTIONS, AND LIMITATIONS**

The results show that of 7 hypotheses or all are supported. Availability has a positive and significant influence on E-consumers' perception and satisfaction. In addition, delivery time has a positive and significant influence on E-consumers' perception and satisfaction. Besides that, shipping cost has a positive and significant influence on E-consumers' perception and satisfaction. Then, delivery reliability has a positive and significant influence on E-consumers' perception and satisfaction. Also product quality and condition have a positive and significant influence on E-consumers' perception and satisfaction. Next is that consumer complaint and return policy has a positive and significant influence on E-consumers' perception and satisfaction. Finally information quality has a positive and significant influence on E-consumers' perception and satisfaction.

### **Implications**

Practical implications of this study are: 1) Availability has a significant effect on satisfaction. This implies that Shoppe must always make its stocks available to satisfy its consumers; 2) Delivery time has a significant effect on satisfaction. This implies that Shoppe must always make sure that its delivery time is on time or even faster to satisfy its consumers. 3) Shipping cost has a significant effect on satisfaction. This implies that Shoppe must always pay attention on its shipping cost as the lower the cost, the more satisfied the consumers are. Giving promos or discounts in shipping costs, low-cost shipping options, or subsidizing shipping with no additional/hidden costs will increase customer satisfaction; 4) Delivery reliability has a significant effect on satisfaction.

It can be implied that Shoppe must ensure the delivery of goods is in accordance with the conditions applied, the type of goods sent according to customer orders, and rare delivery errors to satisfy its consumers; and 5) Product and condition have a significant effect on satisfaction. This implies that Shoppe must ensure the product packaging during shipping is not damaged, the product sent is in accordance with the online specifications, and the product sent is always in good conditions to satisfy its consumers; 6) Consumer complaints and return policies have a significant effect on satisfaction. This implies that Shoppe must provide a simple return policy and offer several return policies and damaged products can be replaced quickly to satisfy its consumers; 7) Consumer information quality has a significant effect on satisfaction. This implies that Shoppe must provide information that meets expectations, and conduct business in accordance with the promised conditions to satisfy its consumers.

### **Limitations**

First, this study only uses Shoppe. Further research can be carried out using other e-commerce considering that there is still other e-commerce that is in par or even bigger than Shoppe. Second, this research was conducted based on the point of view of Shoppe customers who have accounts and do online shopping activities independently. Future researchers may use Shoppe sellers as respondents so that perspective from both sellers and buyers can be obtained.

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## Suggestions

This study benefits Shoppe by providing useful recommendations and suggestions as follows: 1) Shoppe can add new features for shipping tracking, for example knowing the customer order's exact location with maps and inform accurately when will the orders arrive at customer's place; 2) Shoppe can increase the amount of free shipping cost as some area needs higher shipping cost and collaborates with more shipping couriers to give consumers more options for their shipping costs; 3) Shoppe can design a more coordinated delivery planning system or good estimation in real time, added with guarantees and product delivery notifications. It aims to predict well the time needed to ship the products; thus Shoppe can provide accurate promises to its customers; 4) Shoppe must increase its product checking to make sure that the order shipped is in accordance with customer orders and in a good condition; 5) Shoppe must speed up the complaint process so that the products complained by customers can be replaced in a fairly short time; and 6) Shoppe can deliver more attractive way of selling, for example via live sale that gives special discount during the live event.

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## Essential Drivers

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### Appendixes

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#### Availability (AV)

AV1	Products are in stock at the time of placing the order
AV2	E-retailer provides information regarding product availability
AV3	E-retailer, in the case of product unavailability, can provide it in the reasonably short time period
AV4	E-retailer offers the shipment tracking option

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#### Delivery Time (DT)

DT1	Time period between placing the order and product delivery is short.
DT2	Products are delivered in accordance with the set dates and deadlines.
DT3	E-retailer delivers products in the strictly defined time.
DT4	Products that were not delivered in time are subsequently sent fast.

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#### Shipping Cost (SC)

SC1	E-retailer offers the possibility of free product delivery.
SC2	E-retailer provides delivery at low cost.
SC3	Product delivery to the home address or shop's drop point does not have any additional hidden costs

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#### Delivery Reliability (DR)

DR1	E-retailer delivers products in accordance with the set conditions.
DR2	Shipment content is in accordance with the customer's order.
DR3	Shipment rarely contains mistaken products.
DR4	Shipment seldom contains mistaken product

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#### Product Quality and Condition (QC)

QC1	Transport packaging of the delivered products is rarely damaged.
QC2	Delivered products are seldom damaged.
QC3	Product damage rarely occurs due to inadequate shipping/handling
QC4	Delivered products are in accordance with online specifications.
QC5	Delivered products work

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Customer Complaints and Return Policy (CR)	
CR1	Shipment content is seldom liable to complaints.
CR2	Return policy is simple
CR3	E-retailers offer multiple return policies
CR4	Damaged, unwanted or faulty products are collected and replaced fast and easy
Information Quality (IQ)	
IQ1	E-retailer provides easily accessible information on products.
IQ2	E-retailer offers adequate product information.
IQ3	E-retailer offers accurate product information. E-consumers' perception
Consumer Satisfaction (PS)	
PS1	This e-retailer completely satisfies my expectations.
PS2	I enjoy online shopping at this retailer's website
PS3	This e-retailer does business in accordance with the promised conditions
PS4	I would recommend this e-retailer to other consumers.

Source: Vasić et al. (2021)