

Service Quality and Perceived Value Toward Customer Satisfaction in E-Commerce Delivery: The Role of Trust

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ABSTRACT

The rise of online shopping has transformed consumer behavior, shifting from traditional face-to-face transactions to digital purchasing through e-commerce platforms. This development has issues such as delivery delays or damaged goods remain common problems. This study aims to examine the influence of service quality and customer perceived value on customer satisfaction in e-commerce delivery services, with customer trust as a mediating variable. A quantitative causal research design was used, involving 205 respondents residing in Jakarta who had shopped online and used e-commerce delivery services. Data were collected through questionnaires using a Likert scale and analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The results indicate that service quality and customer perceived value significantly influence customer satisfaction. Customer trust also has a significant effect on satisfaction and serves as a full mediator between service quality and satisfaction, as well as between perceived value and satisfaction. These findings suggest that improving service responsiveness and delivery accuracy can enhance customer satisfaction through increased trust. E-commerce delivery providers are advised to focus on building trust by ensuring reliable and high-quality services.

Keywords: Customer Perceived; Customer Satisfaction; Customer Trust; Delivery Service; Service Quality; Value

INTRODUCTION

The development of digital technology in Indonesia has experienced rapid growth in recent years, especially in the internet and communication sectors. According to a survey conducted by the [Central Agency of Statistics of Indonesia \(BPS Indonesia, 2022\)](#), 66.48% of Indonesia's population used the internet in 2022, an increase from 62.10% in 2021. This trend indicates that digital technology is becoming increasingly embedded in daily life, particularly in the way people shop. The growing use of smartphones, with 67.88% of Indonesians owning mobile phones in 2022, further supports the shift towards digital platforms. As a result, the business landscape has transformed significantly, with many companies adapting to the rise of e-commerce to meet evolving consumer demands. E-commerce in Indonesia has shown impressive growth, with a 78% increase since 2018 ([Anggraeni et al., 2024](#)), and it is projected to lead global e-commerce growth by 2024 at a rate of 30.5% ([Santika, 2024](#)).

Among the major players in Indonesia's e-commerce landscape, Shopee has consistently dominated the market, recording 2.35 billion visits in 2023—far ahead of competitors such as Tokopedia, Lazada, and Blibli. Shopee's popularity can be attributed to the various conveniences it offers, including free shipping, discounts, and an easy return policy. In an effort to further enhance the customer experience, Shopee introduced Shopee Xpress, its in-house logistics service. This initiative aims to ensure more reliable deliveries and reduce dependence on third-party couriers. However, despite these innovations, logistics problems such as delayed shipments, lost or damaged goods, and incorrect delivery addresses persist. According to the Indonesian Consumers Foundation in [Rachmawati \(2024\)](#), 13.1% of total consumer complaints were related to e-commerce, with the majority concerning delivery issues—4.7% involved delays, 3.9% goods not arriving, and 0.8% lost items.

These delivery issues can have serious implications for customer satisfaction and trust in Shopee Xpress. Timely and reliable delivery is a fundamental component of service quality in e-commerce logistics, and any shortcomings in this area can negatively affect the customer experience. Customer trust, in particular, plays a crucial role in shaping overall satisfaction. It not only influences the likelihood of repeat purchases but also determines long-term loyalty and the extent to which customers become advocates for the brand. Trust is built gradually through consistent, positive consumer experiences and informed perceptions of service reliability. When customers encounter delays, lost packages, or poor communication during the delivery process, their trust in the service provider may diminish, ultimately impacting their perception of the entire e-commerce platform. Moreover, a lack of trust can deter potential customers and reduce the company's competitive edge in a saturated market. Previous studies emphasize that customer satisfaction significantly increases the probability of repeat usage and positive word-of-mouth referrals. Satisfied customers are more inclined to recommend the service to others, contributing to customer retention and business growth ([Hawkins & Hoon, 2019](#)). Therefore, addressing delivery-related issues is essential not only for improving immediate satisfaction but also for fostering long-term trust and sustainable customer relationships.

This study aims to investigate how service quality and perceived value influence customer satisfaction in the context of Shopee Xpress, with a focus on consumer trust as a mediating variable. Using a quantitative causal research design, this study collected data from Shopee users residing in Jakarta who have used Shopee Xpress. The significance of this research lies in its contribution to understanding the role of trust in enhancing the impact of service quality and perceived value on satisfaction. While many studies have examined service quality in general, this research uniquely focuses on first-

party logistics in the Indonesian e-commerce context. Its novelty lies in positioning consumer trust not only as a direct factor but also as a mediator in the relationship between service quality, perceived value, and satisfaction. The findings are expected to provide practical insights for improving logistics services, particularly in building customer trust and satisfaction, thereby helping e-commerce platforms retain consumer loyalty in an increasingly competitive market.

LITERATURE REVIEW

Expectancy Disconfirmation Theory (EDT)

Expectancy Disconfirmation Theory (EDT) serves as a foundational framework for evaluating customer satisfaction. This theory posits that consumers form expectations prior to purchase and then assess their satisfaction based on whether the actual experience confirms or disconfirms those expectations (Serrano et al., 2018). Positive disconfirmation occurs when perceived performance exceeds expectations, leading to satisfaction, while negative disconfirmation leads to dissatisfaction. Yulianti et al. (2015) emphasize that satisfaction emerges when service performance meets or surpasses expectations. In service-based industries, especially logistics, this theory provides insight into how service improvements and expectation management can significantly impact customer perceptions and behaviors.

Customer Satisfaction

Customer satisfaction reflects the extent to which a service meets or exceeds consumer expectations after use (Fleming & Kowalsky, 2025). It is a key post-purchase evaluative judgment and is central to the formation of loyalty and positive word-of-mouth. Studies such as Taan (2019) and Tumbelaka et al. (2022) confirm that satisfied customers are more inclined to repurchase and recommend services, while dissatisfaction can result in complaints and damage to brand reputation. Consequently, companies must manage expectations and deliver value-added services to ensure consistent satisfaction.

Trust

Trust represents a consumer's belief in the reliability, integrity, and competence of a company or service provider, particularly in high-risk environments like e-commerce and logistics (Taan, 2019). Trust acts as a psychological mechanism that reduces perceived risk and fosters consumer confidence. Fatmawati and Fauzan (2021) suggest that a strong corporate reputation enhances trust, even among new users. Sann et al. (2024) highlight that in logistics services, trust is built through consistency, service reliability, and effective complaint handling—all of which ultimately enhance satisfaction and loyalty.

Service Quality

Service quality is defined as the consumer's overall judgment of the excellence of a service, often measured by the gap between expectations and actual service performance (Parasuraman et al., 1985). The SERVQUAL model identifies five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Sugiarto & Octaviana, 2021). These elements serve as benchmarks for assessing logistics service performance. High service quality improves customer evaluations, promotes repeat usage, and differentiates service providers in a competitive marketplace (Saputri & Nugroho, 2018).

Perceived Value

Perceived value is the customer's subjective assessment of the overall benefit received relative to the cost or effort expended (El-Adly, 2019). This includes functional benefits (e.g., fast delivery), emotional satisfaction (e.g., confidence in service), and social value

(e.g., brand image). Prior studies (e.g., Kotler & Keller, 2009) indicate that perceived value is a strong predictor of satisfaction and loyalty. A high level of perceived value often enhances customer evaluations and contributes to trust development.

Hypotheses Development

Service Quality and Customer Satisfaction

In today's increasingly competitive and dynamic business environment, both online and conventional companies are continuously striving to enhance their service quality in order to maintain a strong market position, meet evolving consumer demands, and sustain long-term growth. As customer expectations rise in response to technological advancements and increased options, businesses must adopt robust methods to measure and improve the quality of their services. One of the most widely adopted and reliable tools for assessing service quality is the SERVQUAL model, initially developed by Parasuraman et al. (1985). This model provides a structured framework for evaluating service quality by analyzing the gap between customer expectations and their actual perceptions of service performance. It encompasses five critical dimensions—reliability, responsiveness, assurance, empathy, and tangibles—which collectively capture the core attributes that customers use to judge service experiences (Jonkisz et al., 2022).

Research has consistently shown that high service quality is a key driver of customer satisfaction and trust (Lie et al., 2019; Pasharibu et al., 2018; Sitorus & Yustisia, 2018). When companies succeed in delivering high-quality products and services at reasonable and fair prices, they not only meet but often exceed customer expectations. This, in turn, contributes to greater customer retention, positive word-of-mouth, and enhanced brand loyalty. The importance of maintaining strong service standards is particularly evident in sectors such as home delivery, where customer satisfaction is heavily influenced by timely and accurate service execution.

H1: Service quality positively affects customer satisfaction in home delivery services.

Customer Perceived Value and Customer Satisfaction

Customer perceived value refers to the customer's overall evaluation of the benefits they receive from a product or service relative to the costs they incur, including monetary, time, effort, and psychological costs, especially when compared to alternative offerings in the market (Kotler & Keller, 2009). It plays a central role in shaping consumer decision-making processes, as individuals tend to select options that offer the greatest perceived value within the constraints of their needs, preferences, and available resources. In other words, when customers believe that the benefits of a service outweigh the sacrifices made to obtain it, their perception of value increases, ultimately influencing their satisfaction levels (Samudro et al., 2020).

In highly competitive service sectors, such as home delivery, companies that can effectively offer superior perceived value are more likely to gain a competitive edge. This advantage not only leads to enhanced customer satisfaction but also fosters long-term customer loyalty and brand preference. As highlighted by Chen and Dubinsky (2003), providing exceptional perceived value can help businesses differentiate themselves in saturated markets. Similarly, Eid (2015) emphasizes that high perceived value contributes significantly to customer satisfaction, which in turn supports customer retention and favorable brand associations. Therefore, perceived value acts as a crucial determinant of service success, influencing both initial customer acquisition and ongoing loyalty.

H2: Customer perceived value positively affects customer satisfaction in home delivery services.

Customer Trust and Customer Satisfaction

Trust reflects the customer's willingness to rely on a service provider, especially in contexts such as online transactions where the customer may face uncertainty, lack of physical interaction, or perceived risk (Pavlou, 2023). In digital or delivery-based services, where customers often pay in advance or depend on third parties to fulfill their orders, trust becomes a crucial determinant of satisfaction and continued engagement. Customers are more likely to feel secure and confident in their interactions when they perceive the service provider to be honest, competent, and committed to fulfilling their promises.

Key factors such as timeliness, consistency, accuracy, and reliability in service delivery play an essential role in building and maintaining trust. When customers receive their orders on time, in good condition, and exactly as expected, their trust in the service strengthens. On the other hand, delayed or mishandled deliveries can quickly erode trust and damage the customer's perception of the service provider. Professionalism in communication, responsiveness to complaints, and proactive problem resolution are also vital components in trust-building.

Furthermore, employee training is fundamental to service excellence. Well-trained employees are better equipped to handle customer interactions with competence and empathy, which contributes to a more trustworthy service experience. Yohana and Akbar (2020) emphasize that staff professionalism, courtesy, and responsiveness are instrumental in gaining and sustaining customer trust. When customers believe that the service provider and its employees genuinely care about their needs and are capable of delivering on promises, trust deepens, and satisfaction increases.

H3: Trust positively affects customer satisfaction in home delivery services.

Trust as a Mediator Between Service Quality and Customer Satisfaction

According to Alharthey (2019), trust plays a significant mediating role in the relationship between service quality and customer satisfaction. In other words, the impact of service quality on customer satisfaction is not only direct but also channeled through the level of trust that customers develop toward the service provider. When customers experience high-quality service—such as timely delivery, accurate orders, courteous interactions, and responsive customer support—they are more likely to perceive the provider as reliable, professional, and committed to meeting their needs. This positive perception fosters trust, as customers feel assured that the service provider is dependable and acts in their best interest.

Trust then becomes a crucial emotional and psychological bridge that connects the service experience to overall satisfaction. Even when occasional service failures occur, a foundation of trust can buffer negative reactions and sustain customer loyalty. On the other hand, if trust is absent, even relatively good service quality might not fully translate into satisfaction, as customers remain cautious or skeptical about the provider's intentions and consistency. High-quality delivery services, therefore, not only fulfill functional expectations but also build a sense of security and confidence that elevates customer satisfaction over time. This underscores the importance of cultivating trust as an intermediary factor in customer relationship management strategies.

H4: Trust mediates the relationship between service quality and customer satisfaction.

Trust as a Mediator Between Perceived Value and Customer Satisfaction

Alharthey (2019) also highlighted that trust serves as a mediating variable in the relationship between customer-perceived value and customer satisfaction. This means that the influence of perceived value on satisfaction is not entirely direct; instead, trust plays an important role in reinforcing and translating that value into a more fulfilling customer experience. When customers perceive that the benefits they receive from a service—such as cost-efficiency, convenience, or added features—exceed the costs or efforts involved, their perceived value is high. However, this perceived value becomes significantly more impactful when accompanied by a strong sense of trust in the service provider.

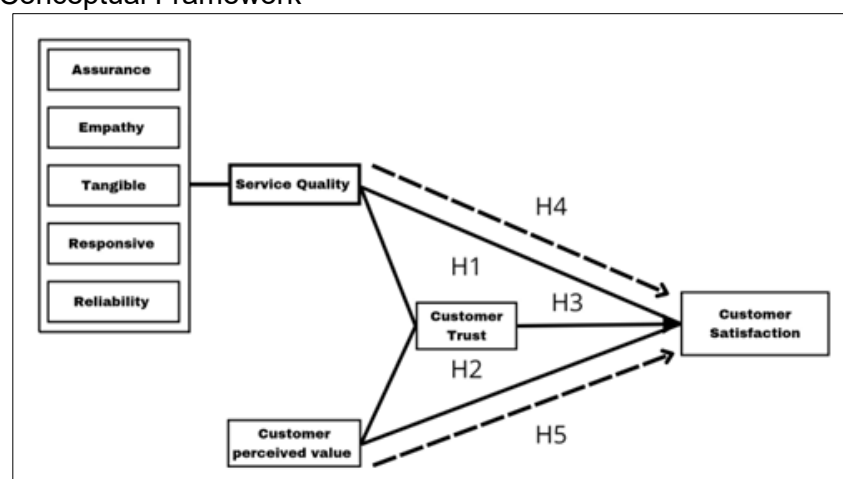
In the context of home delivery services, trust enhances the customer's belief that the service provider will reliably fulfill their promises, such as ensuring safe and timely deliveries, protecting customer data, and responding promptly to complaints or issues. When trust is present, customers feel more secure and confident in the value they believe they are receiving. For example, a reasonably priced delivery service that consistently performs well will be seen as more valuable if customers also believe that the provider is dependable and honest.

Moreover, the feeling of being valued and cared for by a service provider boosts emotional satisfaction, which complements the perceived functional value. Therefore, trust acts as a psychological assurance that reinforces the benefits customers perceive, leading to higher satisfaction when their expectations are met or exceeded. In the absence of trust, even high perceived value may fail to fully satisfy the customer due to lingering doubts about service consistency or reliability. This further emphasizes the importance of trust in enhancing customer satisfaction in value-driven service environments.

H5: Trust mediates the relationship between customer perceived value and customer satisfaction in home delivery services.

Figure 1 represents the conceptual framework of this study.

Figure 1. Conceptual Framework



RESEARCH METHOD

Research Type

This study adopts a quantitative research method, which emphasizes the quantification of data in both collection and analysis processes. It applies a deductive approach to explore the relationship between theoretical foundations and empirical findings.

Quantitative research involves the use of measurable variables and relies on structured instruments such as surveys or questionnaires to gather data (Ghanad, 2023).

Data Collection Technique

This study employs the documentation technique by distributing questionnaires designed with questions that align with the research objectives. The target respondents are residents of Jakarta who have experience using Shopee Xpress delivery services on the Shopee platform.

Population and Sample

A population refers to a generalization area that includes objects or subjects with specific characteristics. In this research, the population comprises individuals who have utilized Shopee Xpress delivery services via the Shopee platform. A sample is understood as a subset of the population selected based on certain criteria to represent the entire population. The minimum sample size for this study is determined by the guideline proposed by Hair Jr et al. (2016), which suggests multiplying the number of indicators by ten. The sampling criteria include individuals who are male or female, aged 17 years and above, currently residing in Jakarta, and who have previously used Shopee Xpress delivery services through the Shopee platform.

Data Analysis Methods

Data Processing Stages

This quantitative research employs a questionnaire as the primary instrument for data collection. The development of the questionnaire involves several stages. Initially, the researcher identifies the variables to be examined and constructs relevant dimensions, indicators, or items for each variable. Subsequently, a Likert scale is determined to measure the respondents' opinions using five response levels: strongly agree, agree, neutral, disagree, and strongly disagree. The items included in the questionnaire are formulated in simple and concise language to ensure clarity and ease of understanding. Furthermore, the questionnaire is designed to be both valid and reliable, adhering to the necessary requirements for conducting validity and reliability testing.

Statistical Methods

To ensure the quality of the measurement tool, a validity test is conducted to assess its accuracy and relevance. This includes both convergent and discriminant validity. Convergent validity is determined by examining the loading factor, which should be equal to or greater than 0.5, and the Average Variance Extracted (AVE), which should also meet or exceed a value of 0.5. Discriminant validity is assessed using the Fornell-Larcker criterion and cross-loading values, both of which must be greater than 0.7 to confirm distinctiveness among constructs.

Reliability testing, on the other hand, evaluates the consistency and stability of the research instrument. A reliable instrument yields consistent results when the same measurements are repeated under similar conditions.

RESULTS

Respondent Profile Descriptive Analysis

Table 1. Respondent Profile

Category	Sub-Category	Frequency	Percentage (%)
Location	Central Jakarta	78	38
	North Jakarta	43	20.7
	South Jakarta	32	15.4
	West Jakarta	29	13.9

	East Jakarta	25	12
Gender	Female	128	62.5
	Male	77	37.5
Age	21 years	77	37.6
	22 years	47	22.9
	20 years	22	10.7
	23 years	20	9.8
	Other (17–48 years)	39	19
Total Respondents		205	100

This study targets residents of Jakarta who have made purchases on the Shopee platform and selected Shopee Xpress as their delivery service. A total of 208 responses were collected through a survey distributed via social media. However, only 205 responses were deemed valid for analysis after excluding 3 participants who did not meet the predetermined sampling criteria. The data were processed using SmartPLS 4.0, focusing on four key variables: Service Quality, Customer Perceived Value, Customer Trust as a mediating variable, and Customer Satisfaction as the dependent variable.

In terms of geographical distribution, respondents came from various administrative areas within Jakarta. As shown in Table 1, the largest proportion of participants resided in Central Jakarta, accounting for 38% of the sample. This was followed by respondents from North Jakarta at 20.7%, South Jakarta at 15.4%, West Jakarta at 13.9%, and East Jakarta at 12%. This spread indicates a relatively diverse representation across Jakarta's regions, though slightly skewed toward central areas where online delivery services may be more actively used.

Regarding gender, Table 1 illustrates that the sample consisted predominantly of female respondents, who represented 62.5% of the total, while male respondents comprised 37.5%. This result may suggest that female consumers are more likely to engage in online shopping activities or are more responsive to digital surveys, particularly in the context of e-commerce platforms such as Shopee.

The age distribution of participants ranged between 17 to 48 years old. Table 1 indicates that the highest number of respondents were 21 years old, totaling 77 individuals. This group was followed by those aged 22 years (47 respondents), 20 years (22 respondents), 23 years (exact number), and 19 years (exact number). The dominance of participants in their early twenties aligns with the demographic most engaged in mobile commerce, reflecting a population segment that is not only tech-savvy but also reliant on delivery services like Shopee Xpress for convenience.

Indicators Descriptive Analysis

Table 2. Descriptive Analysis Indicator

Variable	Code Item	Min	Max	Standard Deviation	Mean
Assurance	Ass1	1.000	5.000	0.757	4.190
	Ass2	1.000	5.000	0.790	4.244
	Ass3	1.000	5.000	0.858	4.034
	Ass4	1.000	5.000	0.814	4.210
Empathy	Emp1	1.000	5.000	0.832	4.010
	Emp2	1.000	5.000	0.819	4.146
	Emp3	1.000	5.000	0.797	4.180
	Emp4	1.000	5.000	0.860	4.132
Reliability	Rel1	1.000	5.000	0.785	4.293
	Rel2	1.000	5.000	0.798	4.088

	Rel3	1.000	5.000	0.793	4.141
	Rel4	1.000	5.000	0.777	4.244
Responsive	Res1	1.000	5.000	0.841	3.976
	Res2	1.000	5.000	0.799	4.200
	Res3	1.000	5.000	0.825	4.132
	Res4	1.000	5.000	0.743	4.220
Tangible	Tan1	1.000	5.000	0.810	4.088
	Tan2	1.000	5.000	0.866	4.146
	Tan3	1.000	5.000	0.886	4.078
	Tan4	1.000	5.000	0.842	4.205
Customer Perceived Value	CPV1	1.000	5.000	0.810	4.088
	CPV2	1.000	5.000	0.834	4.215
	CPV3	1.000	5.000	0.806	4.259
	CPV4	1.000	5.000	0.780	4.200
Customer Trust	CT1	1.000	5.000	0.801	4.205
	CT2	1.000	5.000	0.753	4.249
	CT3	1.000	5.000	0.819	4.132
	CT4	1.000	5.000	0.804	4.112
Customer Satisfaction	CS1	1.000	5.000	0.786	4.127
	CS2	1.000	5.000	0.793	4.141
	CS3	1.000	5.000	0.825	4.205
	CS4	1.000	5.000	0.864	4.024
	CS5	1.000	5.000	0.778	4.210

Source: Smart PLS Processed Data (2024)

The assessment in this study employed a Likert scale ranging from 1 to 5, where 1 indicates “strongly disagree” and 5 indicates “strongly agree.” The analysis of the results, as presented in Table 2, reveals varying levels of respondent agreement across the measured dimensions. Within service quality, the assurance showed the highest average score for item Ass2 at 4.244, while Ass3 had the lowest at 4.034. In empathy, Emp3 was rated highest at 4.180 and Emp1 lowest at 4.010. Regarding reliability, Rel1 achieved the highest average score of 4.293, whereas Rel2 was the lowest at 4.088. For responsiveness, Res4 received the highest score of 4.220, with Res1 obtaining the lowest at 3.976. In the tangibles, Tan4 scored the highest at 4.205 and Tan3 the lowest at 4.078. For customer perceived value, CPV3 had the highest average score of 4.259, while CPV1 was the lowest at 4.088. In terms of customer trust, the highest average was recorded for CT2 at 4.249 and the lowest for CT1 at 4.205. Lastly, for customer satisfaction, CS5 received the highest rating of 4.210, while CS4 had the lowest score at 4.024. These results provide valuable insights into the aspects of each variable that are most and least favorably perceived by respondents, thereby identifying potential areas for improvement.

Validity and Reliability Testing

Validity Testing

Figure 2. Validity Testing

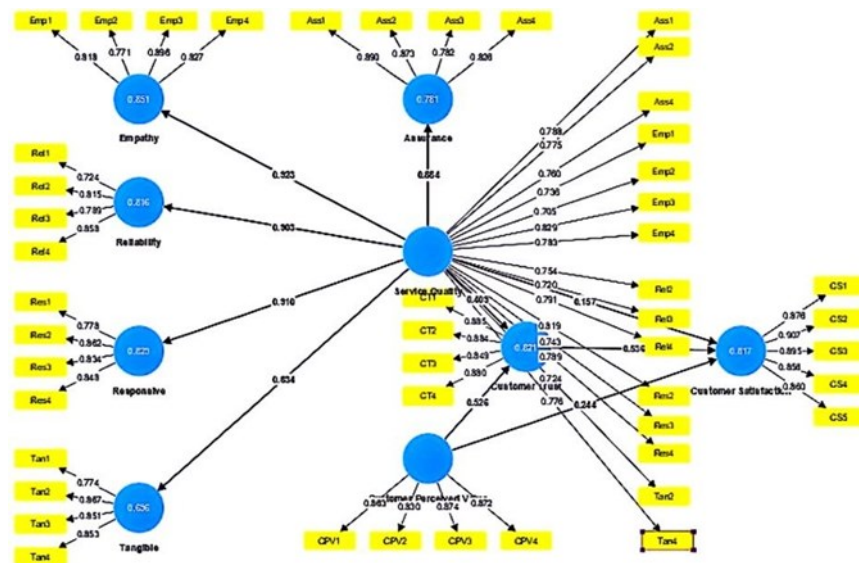


Table 3. Validity Test

Variable	Item Code	Outer Loading	Result
Assurance	Ass1	0.890	Valid
	Ass2	0.873	Valid
	Ass3	0.782	Valid
	Ass4	0.826	Valid
Customer Perceived Value	CPV1	0.863	Valid
	CPV2	0.830	Valid
	CPV3	0.874	Valid
	CPV4	0.972	Valid
Customer Satisfaction	CS1	0.876	Valid
	CS2	0.907	Valid
	CS3	0.895	Valid
	CS4	0.854	Valid
	CS5	0.862	Valid
Customer Trust	CT1	0.885	Valid
	CT2	0.885	Valid
	CT3	0.850	Valid
	CT4	0.878	Valid
Empathy	Emp1	0.818	Valid
	Emp2	0.771	Valid
	Emp3	0.896	Valid
	Emp4	0.827	Valid
Reliability	Rel1	0.724	Valid
	Rel2	0.815	Valid
	Rel3	0.789	Valid
	Rel4	0.858	Valid
Responsive	Res1	0.778	Valid
	Res2	0.862	Valid
	Res3	0.834	Valid
	Res4	0.848	Valid
Tangible	Tan1	0.774	Valid
	Tan2	0.867	Valid
	Tan3	0.851	Valid
	Tan4	0.853	Valid

Service Quality	Ass1	0.788	Valid
	Ass2	0.775	Valid
	Ass4	0.760	Valid
	Emp1	0.736	Valid
	Emp2	0.705	Valid
	Emp3	0.829	Valid
	Emp4	0.783	Valid
	Rel2	0.754	Valid
	Rel3	0.720	Valid
	Rel4	0.791	Valid
	Res2	0.819	Valid
	Res3	0.743	Valid
	Res4	0.789	Valid
	Tan2	0.724	Valid
	Tan4	0.776	Valid
	Tan4	0.853	Valid

Source: Smart PLS Processed Data (2024)

In terms of outer loading, all indicators in Figure 2 and Table 3 exhibited values greater than 0.5, which confirms their validity in the model. Any indicators that had values below 0.5 were excluded from the analysis to ensure the robustness and reliability of the results. This step helps in refining the measurement model and ensuring that only the most relevant and significant indicators are included for further analysis.

Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE)

Variables	AVE	Result
Assurance	0.712	Valid
Customer Perceived Value	0.740	Valid
Customer Satisfaction	0.773	Valid
Customer Trust	0.765	Valid
Empathy	0.687	Valid
Reliability	0.637	Valid
Responsive	0.690	Valid
Tangible	0.700	Valid
Service Quality	0.588	Valid

Source: Smart PLS Processed Data (2024)

According to Table 4, all variables achieved an AVE score greater than 0.5, indicating that they meet the criteria for convergent validity. This confirms that each variable is well-represented by its indicators and that the indicators effectively capture the intended construct. This demonstrates the overall consistency and reliability of the measurement model.

Reliability Testing

Table 5. Composite Reliability

Variable	Composite Reliability	Result
Assurance	0.870	Reliable
Customer Perceived Value	0.884	Reliable
Customer Satisfaction	0.928	Reliable
Customer Trust	0.899	Reliable
Empathy	0.853	Reliable
Reliability	0.819	Reliable

Responsive	0.856	Reliable
Tangible	0.863	Reliable
Service Quality	0.950	Reliable

Source: Smart PLS Processed Data (2024)

Table 6. Cronbach's Alpha

Variable	Composite Reliability	Result
Assurance	0.864	Reliable
Customer Perceived Value	0.883	Reliable
Customer Satisfaction	0.926	Reliable
Customer Trust	0.898	Reliable
Empathy	0.847	Reliable
Reliability	0.809	Reliable
Responsive	0.850	Reliable
Tangible	0.950	Reliable
Service Quality	0.857	Reliable

Source: Smart PLS Processed Data (2024)

All variables in [Table 5](#) demonstrated composite reliability scores greater than 0.7, indicating that the variables are reliable and consistently measure their respective constructs. Similarly, Cronbach's alpha values in [Table 6](#) for all variables exceeded 0.7, further confirming that the constructs are internally consistent and the measurement model is dependable for analysis.

Structural Model Testing (Inner Model)

R-Square (R²)

Table 7. R-square (R²) Score

Variable	R-square	R-square Adjusted
Assurance	0.781	0.780
Customer Satisfaction	0.817	0.815
Customer Trust	0.821	0.819
Empathy	0.851	0.851
Reliability	0.829	0.815
Responsive	0.829	0.828
Tangible	0.696	0.694

Source: Smart PLS Processed Data (2024)

Based on the data presented in [Table 7](#), the R-square (R²) values indicate a high explanatory power for several key variables in the model. Customer satisfaction records an R² value of 0.817 and an adjusted R² of 0.815, both of which fall into the “strong” category. This signifies that a substantial portion—approximately 81.7%—of the variance in customer satisfaction can be explained by the predictors in the model, which include service quality, customer trust, and customer perceived value. This finding highlights the strong and meaningful influence that these factors collectively exert on customers' overall satisfaction with home delivery services.

Similarly, the R² value for customer trust stands at 0.821, with an adjusted value of 0.819. This again indicates a strong level of explanatory power, suggesting that service quality and customer perceived value are significant contributors to shaping customer trust. These results emphasize the importance of ensuring consistent service delivery and providing high value to establish and maintain trust among users, particularly in online platforms where reliability and assurance are critical.

In addition, the various dimensions of service quality—namely assurance ($R^2 = 0.781$), empathy ($R^2 = 0.851$), reliability ($r^2 = 0.829$), responsiveness ($r^2 = 0.829$), and tangibles ($r^2 = 0.696$)—also demonstrate relatively high R^2 values. With most of these dimensions exceeding an R^2 of 0.78, the data reflect a robust contribution of each dimension to the overall perception of service quality. Notably, empathy and responsiveness both reach the highest R^2 values of 0.851 and 0.829, respectively, suggesting that personalized care, attentiveness to customer needs, and prompt responses are especially influential in shaping how customers perceive the quality of delivery services.

Meanwhile, even though the tangibles dimension has a slightly lower R^2 value of 0.696, it still indicates a moderate-to-strong relationship, implying that physical facilities, equipment, and the appearance of personnel continue to play a meaningful role in influencing customer perceptions. Overall, these findings confirm that service quality, as broken down into its core dimensions, along with customer trust and perceived value, are integral to fostering a positive customer experience in the highly competitive home delivery sector.

Hypotheses Testing

Direct Effect Hypotheses

Table 8. Direct Effect Hypothesis

Relationship	Original Sample	Sample Mean	Standard Deviation	T-statistic	P-value
Customer Perceived Value → Customer Satisfaction	0.244	0.235	0.078	3.139	0.002
Customer Perceived Value → Customer Trust	0.526	0.519	0.080	6.567	0.000
Customer Trust → Customer Satisfaction	0.536	0.538	0.075	7.140	0.000
Service Quality → Assurance	0.884	0.883	0.025	34.952	0.000
Service Quality → Customer Satisfaction	0.157	0.164	0.069	2.267	0.024
Service Quality → Customer Trust	0.409	0.414	0.079	5.158	0.000
Service Quality → Empathy	0.923	0.921	0.016	57.253	0.000
Service Quality → Reliability	0.903	0.903	0.018	51.576	0.000
Service Quality → Responsive	0.910	0.910	0.015	59.307	0.000
Service Quality → Tangible	0.834	0.833	0.031	26.894	0.000

Source: Smart PLS Processed Data (2024)

The direct effect hypotheses were tested, and the results in [Table 8](#) reveal that service quality has a positive and significant impact on customer satisfaction. The T-statistic for this relationship is 2.267, which is greater than 1.96, and the P-value is 0.024, which is below the 0.05 threshold. The original sample value for this relationship is 0.157, indicating a moderate effect of service quality on customer satisfaction.

Similarly, customer-perceived value is shown to have a positive and significant effect on customer satisfaction. With a T-statistic of 3.139, which exceeds the 1.96 threshold, and a P-value of 0.002, which is below 0.05, the relationship is highly significant. The original sample value for this relationship is 0.244, further reinforcing the importance of customer-perceived value in influencing customer satisfaction.

Customer trust also plays a crucial role in enhancing customer satisfaction. The T-statistic for this relationship is 7.140, well above the 1.96 threshold, and the P-value is

0.000, indicating a very significant effect. The original sample value for customer trust's impact on customer satisfaction is 0.536, suggesting a strong positive relationship.

Additionally, service quality positively and significantly affects customer trust. With a T-statistic of 5.158, a P-value of 0.000, and an original sample value of 0.409, the results confirm that service quality strongly influences customer trust.

Lastly, the dimensions of service quality—assurance, empathy, reliability, responsiveness, and tangibles—also show positive and significant effects. All dimensions exhibited T-statistics above 1.96 and P-values of 0.000, further highlighting the significant role these dimensions play in shaping service quality and, subsequently, its impact on customer satisfaction and customer trust.

Indirect Effect Hypotheses

Table 9. Indirect Effect Hypothesis

Hypothesis	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T-statistic	P-value
Service Quality → Customer Trust → Customer Satisfaction	0.219	0.222	0.047	4.618	0.000
Customer Perceived Value → Customer Trust → Customer Satisfaction	0.282	0.281	0.063	4.467	0.000

Source: Smart PLS Processed Data (2024)

The analysis of the indirect effects in [Table 9](#) reveals significant mediation by customer trust. Specifically, service quality has a positive and significant effect on customer satisfaction through customer trust, with a T-statistic of 4.618, a P-value of 0.000, and an original sample value of 0.219. This indicates that customer trust plays a mediating role in strengthening the relationship between service quality and customer satisfaction. Similarly, customer perceived value positively influences customer satisfaction through customer trust, with a T-statistic of 4.467, a P-value of 0.000, and an original sample value of 0.282. This suggests that customer trust significantly mediates the effect of customer perceived value on customer satisfaction.

DISCUSSION

Service Quality on Customer Satisfaction

The analysis reveals that service quality has a positive and significant effect on customer satisfaction, as evidenced by a T-statistic of 2.267 (greater than 1.96) and a P-value of 0.024 (less than 0.05). The original sample coefficient of 0.157 indicates that improvements in service quality directly lead to greater customer satisfaction among Shopee Xpress users in Jakarta. This supports H1, which posited that service quality would have a positive impact on customer satisfaction. The findings align with previous research ([Parasuraman et al., 1985](#)), which suggests that higher service quality increases customer satisfaction by meeting or exceeding customer expectations. This result implies that Shopee Xpress should prioritize enhancing service quality to boost satisfaction levels among their customers.

Customer Perceived Value on Customer Satisfaction

The test results also show that customer-perceived value significantly impacts customer satisfaction. The T-statistic of 3.139 (greater than 1.96) and P-value of 0.002 (less than 0.05) provide strong evidence that a higher customer perceived value correlates with increased customer satisfaction. With an original sample coefficient of 0.244, this finding

supports H2, which suggests that customer-perceived value would positively affect satisfaction. These results resonate with prior studies (Kotler & Keller, 2009), which emphasize that consumers are more likely to feel satisfied when they perceive a higher value in the product or service they receive. This suggests that Shopee Xpress should focus on enhancing the value customers perceive from their service offerings to improve satisfaction.

Customer Trust in Customer Satisfaction

The significant and positive effect of customer trust on customer satisfaction is confirmed by the analysis, with a T-statistic of 7.140 (greater than 1.96) and a P-value of 0.000 (less than 0.05). The original sample coefficient of 0.536 demonstrates that customer trust plays a crucial role in enhancing satisfaction. This finding supports H3, which hypothesized that customer trust would positively influence customer satisfaction. As supported by Pavlou (2003), trust in e-commerce services is vital for customer satisfaction. The higher the trust customers have in Shopee Xpress, the more likely they are to report satisfaction with the service. This highlights the importance of building and maintaining trust through reliable, consistent, and timely service.

Service Quality on Customer Satisfaction through Customer Trust

Customer trust mediates the relationship between service quality and customer satisfaction, as indicated by the indirect effect (Original Sample = 0.219) being greater than the direct effect (Original Sample = 0.157). The T-statistic of 4.618 (greater than 1.96) and P-value of 0.000 (less than 0.05) confirm that customer trust fully mediates this relationship. This result supports H4, which proposed that customer trust would mediate the effect of service quality on customer satisfaction. The findings suggest that enhancing service quality alone is not enough; Shopee Xpress must also work on building trust with customers, as it strengthens the impact of service quality on satisfaction. This finding is consistent with Alharthey (2019), who highlighted that customer trust plays a significant role in shaping satisfaction through perceived service quality.

Customer Perceived Value on Customer Satisfaction through Customer Trust

Similarly, customer trust mediates the relationship between customer perceived value and customer satisfaction, as evidenced by the indirect effect (Original Sample = 0.282) being greater than the direct effect (Original Sample = 0.244). The T-statistic of 4.467 (greater than 1.96) and P-value of 0.000 (less than 0.05) confirm that customer trust significantly strengthens the effect of perceived value on satisfaction. This supports H5, which proposed that customer trust mediates the effect of customer perceived value on customer satisfaction. The results imply that Shopee Xpress should focus not only on increasing the perceived value of their services but also on fostering customer trust, as it amplifies the positive effects on satisfaction. This finding is in line with research by Alharthey (2019), who demonstrated that customer trust mediates the relationship between customer-perceived value and satisfaction.

CONCLUSION

The service quality of Shopee Xpress significantly affects customer satisfaction, as customers often feel that the delivery services meet or exceed their expectations, resulting in high levels of satisfaction. Additionally, the perceived value of Shopee Xpress delivery services plays a crucial role in shaping customer satisfaction. Many customers believe that the costs incurred are proportional to the quality of service received, enhancing their overall satisfaction. Furthermore, customer trust in Shopee Xpress has

a profound impact on satisfaction. Customers perceive the services as reliable and secure, which bolsters their trust and positively influences their satisfaction levels.

Customer trust also serves as a vital mediating factor in the relationships between service quality, perceived value, and customer satisfaction. Specifically, trust fully mediates the relationship between service quality and customer satisfaction; improvements in service quality increase customer trust, which subsequently enhances satisfaction. Similarly, trust mediates the connection between perceived value and satisfaction. When customers perceive the value of services as worth the cost, their trust in Shopee Xpress strengthens, leading to greater overall satisfaction. These interconnections underscore the critical roles of service quality, perceived value, and trust in fostering customer satisfaction.

Shopee Xpress should focus on enhancing service quality by improving delivery times, customer service, and reliability. Additionally, offering better deals, discounts, or exclusive rewards can increase customers' perceived value. These improvements are essential as they directly impact customer satisfaction. Building customer trust through transparency and effective communication and ensuring data security are crucial, as trust significantly influences satisfaction and mediates the effects of service quality and perceived value.

Theoretically, this study contributes to the understanding of customer behavior in e-commerce, highlighting the mediating role of trust. Practically, it suggests that e-commerce platforms prioritize trust-building strategies in customer service, marketing, and brand differentiation. By doing so, they can improve overall customer satisfaction and loyalty, providing a competitive edge in the market.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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