

Do You Like Online Shopping? A Case Study Courier Service Quality and Customer Satisfaction Between Malaysia, Indonesia, and India

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ABSTRACT

The surge in online shopping has led to a growing demand for courier services, making it crucial to understand how service quality impacts customer satisfaction. This study aims to evaluate the effect of five key service quality dimensions—tangibility, reliability, responsiveness, assurance, and empathy—on customer satisfaction in the courier industry across Malaysia, India, and Indonesia. An online survey was conducted with 150 respondents from Universiti Sains Malaysia (USM), Universitas Brawijaya, Indonesia, CMS Business School, India, and IMS Engineering School, India. Regression analysis revealed that only empathy had a significant positive relationship with customer satisfaction, while tangibility, reliability, responsiveness, and assurance did not show significant impacts. These findings suggest that courier companies should focus on improving empathy in their customer service interactions to enhance satisfaction. Understanding and addressing customer needs through personalized service can lead to higher satisfaction and loyalty. This study contributes to the literature on service quality in the courier industry, particularly in the context of online shopping across multiple countries.

Keywords: Assurance; Consumer Behavior; Customer Satisfaction; Empathy; Reliability; Responsiveness; Tangibility

INTRODUCTION

The rapid development of technology makes the internet easier to access. Technology allows users to perform various activities more efficiently compared to conventional activities. The internet has become one of the media facilities that are not only used for communication, but the internet has also created a new habitual phenomenon in society. The ease of accessing the internet gave rise to online shopping habits which are now an alternative to shopping. Most people do online shopping through online buying and selling applications. The existence of online buying and selling apps makes it easier for people to make buying and selling transactions. In addition, people can also easily see what products are offered. Nowadays technology has succeeded in playing an important and significant role in human life.

Online shopping also affects the behavior of shopping habits among college students. With the many conveniences offered, it is increasingly popular because it is considered more time-saving and efficient, especially in choosing the goods to be purchased ([Aryani et al., 2021](#)). In conventional shopping activities, buyers generally spend more time going to shopping places. Not only to find the desired item but also to find information about the item. A buyer can view the products offered in an online catalog by looking at photographs. As well as obtaining more information about products, consumers can access information such as price, quality, and stock availability. As a result of seeing and getting information, consumers have more chances and time to reconsider their purchase decision. This makes the buying and selling process easier. There are several online buying and selling applications that can be easily accessed, for example, Shopee, Lazada, Amazon, and many others applications.

The online shopping application is designed with a variety of services that are very useful for customers, such as product information, comment facilities, features to provide value for goods, to the choice of choosing the desired courier service in the delivery of goods. This is intended so that customers feel satisfied when receiving the goods or services offered. Satisfaction can influence customers to continue to buy available products or services and vice versa. For courier service providers, customer satisfaction is a crucial success factor ([Liew et al., 2022](#)). Measuring the level of customer satisfaction allows the management of the courier service company to identify the factors that caused the customer to leave and reduce its influence. By paying attention to consumers, companies providing online shopping satisfaction services and delivery services will grow and be able to survive in competition with other competitors. Additionally, improving service quality plays a key role in creating sustainable value propositions. The importance of a consumer-driven strategy has therefore been highlighted ([Baldassarre et al., 2017](#)) for improving sustainable services. Sustainable courier service development requires consumer involvement as well ([Hartono, 2020](#)).

Different types of service use the SERVQUAL model. As a result of these five dimensions, positive results can be achieved ([Muljono & Setyawati, 2019](#)). A variety of quality-of-service studies have been conducted with SERVQUAL musical instruments. This is due to its broad range of uses and its ability to be applied to any type of situation. Among other things, [Pandey et al. \(2021\)](#) investigated how customer satisfaction correlates with courier service quality. This article looks at how reliability, responsiveness, assurance, tangibility, and empathy in courier services affect customer satisfaction. By determining which dimensions impact customer satisfaction, courier service companies will be able to improve their service quality.

This research offers significant contributions to both academic literature and practical applications in the courier service industry. First, by examining the five dimensions of service quality—reliability, responsiveness, assurance, tangibility, and empathy—this

study provides an updated analysis of how these factors influence customer satisfaction in the context of online shopping, specifically across Malaysia, India, and Indonesia. The results challenge the conventional focus on tangibility and reliability as primary drivers of satisfaction and instead highlight empathy as the most crucial factor. This finding contributes to service quality literature by emphasizing the emotional connection between service providers and customers, particularly in industries where timely delivery and customer interaction are critical.

From a practical standpoint, the study offers valuable insights for courier companies aiming to enhance their competitiveness. Understanding that customers prioritize empathy over other service dimensions allows companies to focus on customer-centered strategies, such as personalized communication, addressing individual concerns, and fostering trust. This research underscores the importance of service personalization in building customer loyalty and enhancing satisfaction, offering a clear direction for companies seeking to adapt to evolving customer expectations in the increasingly digital and competitive courier landscape.

LITERATURE REVIEW

Customer Satisfaction

Customer satisfaction is the feeling customers have about the quality of services and capabilities of a company. Amazon.com strives to increase customer loyalty by providing its customers with great affordable costs, high-quality goods, and a simple shopping experience ([Marathe & Gawade, 2020](#)). In addition to delivery and retail merchandise, Amazon Prime, consumer electronics, and digital content, it also offers many businesses and services. Buyers of Amazon typically purchase books, clothes, shoes, and mobile devices ([Marathe & Gawade, 2020](#)). According to the study, a number of characteristics, such as service quality, delivery speed, ease of online ordering, and seller confidence, affect how successful an online platform ([Marathe & Gawade, 2020](#)). Product quality is the primary concern for the majority of consumers when shopping online, according to research on consumer perceptions of online shopping ([Marathe & Gawade, 2020](#)). In addition, customer satisfaction helps retain customers because customers will only continue to use the products with high-quality services ([Szyndlar, 2024](#)).

Organizations must not assume they understand what their clients want. On the other side, polls, focus groups, and consumer surveys are essential for figuring out what customers want. By better personalizing their services and products to meet or surpass their customers' expectations, businesses are better able to comprehend what their customers want. As a result, customer satisfaction is significantly impacted by service quality. The company is in charge of ensuring the highest level of client satisfaction. Providing clients access to information or a place where they can be heard if they so choose requires courteous engagement ([Chen et al., 2021](#)). A low churn rate and high retention resulted in satisfied clients.

Consumer Behavior

Attitudes are becoming more and more significant in theories and research on consumer behavior. The term "attitude" refers to persistent sets of attitudes toward things, people, and symbols with societal meaning ([Hogg & Vaughan, 2005](#)). As a person's attitude, they describe their feelings and preferences ([Blackwell et al., 2001](#)). The main characteristic of customers' behavior is to maximize their own interests in consumption. Consumers use as little as possible to buy as many consumer goods as possible, meet their own wishes to the greatest extent, and achieve a balance of consumption. Preference is also the main factor affecting consumer behavior. Due to the diversity of geography, customs, and culture, people's preferences are also diverse, leading to great differences in consumer preferences. Customer behavior is receiving information, adjusting, and

adapting behavior. Online shopping is no exception. Customers' consumption behavior will also be influenced by the salesman, pictures, words, and language. A study conducted by [Mason et al. \(2020\)](#) examined consumer behavior in the United States before and after the onset of the COVID-19 pandemic, revealing significant changes in purchasing habits. One of the most notable shifts was the substantial increase in online shopping during the pandemic. As physical stores closed or operated with restrictions, consumers turned to the convenience of online platforms to meet their needs. The rise in e-commerce was not only driven by necessity but also by changing preferences, with consumers growing more comfortable and familiar with digital shopping experiences. This shift marked a profound change in how consumers interacted with brands and made purchases, with long-lasting implications for the retail industry.

The study also highlighted that the decision to engage in online shopping was strongly influenced by the consumer's mindset. Factors such as perceived convenience, safety concerns, and the availability of goods online contributed to a higher intention to shop online. Additionally, the simultaneous rise in the use of courier services became an essential part of the consumer experience. As shoppers placed more online orders, reliable delivery services became a crucial factor in ensuring a seamless shopping experience. Consumers' expectations for fast, efficient, and contactless delivery shaped their overall satisfaction with online shopping, reinforcing their tendency to make repeat purchases.

This shift in consumer behavior, from brick-and-mortar stores to e-commerce, reflects broader changes in how people view shopping. The convenience, safety, and efficiency of online shopping, coupled with effective courier services, became a powerful combination during the pandemic, influencing not only short-term purchasing habits but also setting a new standard for consumer expectations in the long term.

Tangibility and Customer Satisfaction

By defining tangibility as the degree to which a product or service conveys its clear tangible picture and intangibility as the absence of physical proof, people can distinguish between the two concepts ([Ding & Keh, 2017](#)). Intangibility poses a unique challenge for businesses, particularly in the service industry, where the product itself is not something customers can physically touch or see. To establish and maintain the right perception in consumers' minds, companies must transform these intangible elements into something tangible. According to [Shukri et al. \(2020\)](#), this transformation involves focusing on visible aspects of the service experience, which heavily influence customers' impressions. Elements such as the physical setting, the appearance of staff, the ambiance, and the overall environment of the service provider serve as important tangible cues that help customers evaluate the quality of the service.

These tangible indicators, like the condition of facilities, the professionalism of the staff, and the quality of the tools used, are critical in shaping customer perceptions. Since services themselves lack physical form, customers rely on these visible markers to form judgments about reliability and professionalism. For instance, a well-maintained environment and professional staff appearance can convey a sense of competence and trustworthiness, positively impacting the consumer's perception of service quality.

In the absence of direct, physical proof of service quality, consumers turn to these visual cues to make evaluations. The significance of these tangible elements cannot be overstated, as they play a pivotal role in shaping the organization's reputation. They help bridge the gap between the intangible nature of services and the consumer's need for reassurance about the quality they are receiving. Based on these considerations, it can be presumed that tangible aspects of service presentation are crucial for enhancing

customer perception, ensuring satisfaction, and ultimately boosting the company's reputation in the market.

H1: Customer satisfaction has a positive correlation with tangibility.

Reliability and Customer Satisfaction

Reliability is an ability possessed by an organization to deliver standard services or goods at all times. Besides, reliability also refers to how an organization handles usual and unusual customer service problems, providing precise service and maintaining an error-free record at all times. It serves as a gauge of a company's performance consistency and dependability ([Choy et al., 2013](#)). Besides, reliability is important in the courier service when they have the right software and technology to ensure that the delivery of goods and services is safely delivered. Perception of value has been shown to be a correlation between consumer satisfaction and perceived quality ([Fida et al., 2020](#)). Reliable customer support can help customers with any problem that they encounter and also receive feedback from the customers to deliver better services. Because it might earn the trust of clients, dependability in courier services is crucial for the expansion of businesses. As a result, this research speculates:

H2: Customer satisfaction has a positive correlation with reliability.

Responsiveness and Customer Satisfaction

The courier company's employees' willingness to respond quickly to issues and disruptions reported by customers, their ability to handle returns of ordered goods efficiently, their ability to provide accurate and understandable information about the terms of their services, and their flexibility in allowing for the selection or modification of the delivery date and location are all examples of responsiveness. Additionally, it entails comprehending the client's requirements, a quick turnaround, individualized employee care, problem-solving, and client safety ([Rashid et al., 2020](#)). This will help courier services increase the quality of their services in order to obtain a competitive edge and will help customers understand which factors affect their happiness with the courier services. One way to measure responsiveness is how quickly a response or solution is provided. Basically, being responsive is customers will be given the information or item they require as soon as is practical. As a consequence, courier services must make sure their customers are given their services quickly and that they are honestly engaged in delivering them. On account of this, this study theorizes:

H3: Customer satisfaction has a positive correlation with responsiveness.

Assurance and Customer Satisfaction

The knowledge and courtesy of service providers and their ability to convey trust and confidence. It entails building consumer reputation and trust. Employees must possess technical know-how, communication abilities, generosity, honesty, competency, and expertise for a company to win the trust and credibility of customers ([Kobiruzzaman, 2021](#)). Four characteristics which are competence, decorum, credibility, and security are combined and provide the assurance element of courier service. Constantly focusing on assurance is the key to knowing client demands and wants, which can result in considerable ([Tuan & Linh, 2014](#)). For instance, the employee shows consumers respect and courtesy while serving them. Due to this, this study speculates:

H4: Customer satisfaction has a positive correlation with assurance.

Empathy and Customer Satisfaction

Empathy is a fundamental human quality that involves the ability to understand and share the emotions of others, allowing individuals to connect on a deeper level. As [Mercer](#)

(2016) explains, empathy is about seeing the world through someone else's eyes and feeling what they feel. It goes beyond just recognizing someone's emotional state; it requires stepping into their perspective and genuinely understanding their experiences. When someone demonstrates empathy, they are not only acknowledging another person's emotions but are also attempting to experience those emotions as if they were their own.

In daily life, empathy plays a critical role in building meaningful relationships, whether personal or professional. For example, when a friend is going through a difficult time, showing empathy allows you to provide support that is more meaningful and considerate. In a workplace setting, an empathetic manager can foster a better work environment by understanding the challenges employees face and responding with compassion and solutions that meet their needs. This ability to connect emotionally builds trust and creates a sense of mutual respect, leading to stronger interpersonal bonds.

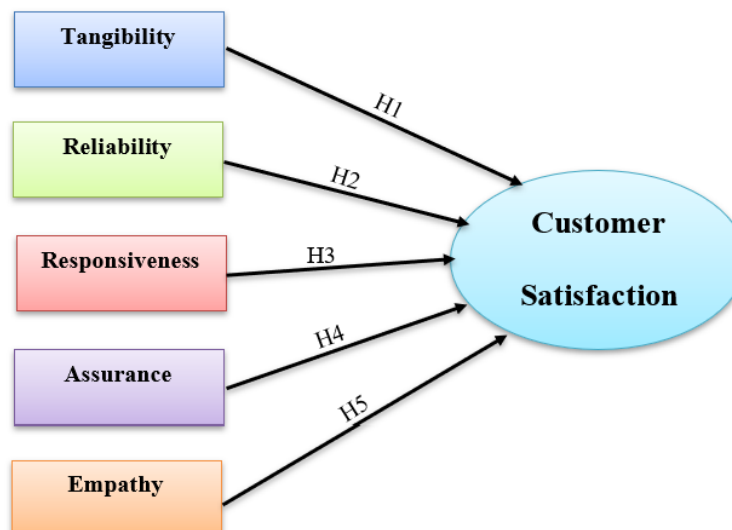
Empathy is especially important in customer service and industries where human interaction is essential. When service providers show empathy toward customers, they can better address concerns, enhance satisfaction, and foster loyalty. Customers feel valued and understood when their issues are met with care and compassion. Empathy helps diffuse frustration and builds a more positive service experience, showing that the company cares about more than just transactional interactions.

In essence, empathy is about "walking in someone else's shoes" and experiencing life from their vantage point. It is a vital skill that helps foster understanding, build relationships, and create positive emotional connections between individuals. By enabling people to express their feelings, wants, and desires and functioning as an emotional conduit to encourage pro-social conduct, empathy plays a critical role in interpersonal and societal interactions (Riess, 2017). Empathy experiences influence attitudes toward brands and services (Escalas & Stern, 2003). Employees who are unfeeling may lose clients for the business. As a result, compassion must be maintained. In light of this, this article theorizes:

H5: Customer satisfaction has a positive correlation with empathy.

Using the research framework displayed in Figure 1, the objectives of this study, which is to investigate the influence of courier service quality on customer satisfaction, hypotheses are put forth.

Figure 1. Research Model



RESEARCH METHOD

Sample and Procedure

People with online buying experience from diverse backgrounds and fields of study were the research's target respondents. In this study, 150 people from Malaysia, India, and Indonesia made up the sample size. An online survey created with Google Forms was used to collect information.

Measures

All items, unless otherwise noted, were evaluated on a five-point Likert scale, with 1 representing “strongly disagree” and 5 representing “strongly agree.” The items for each key variable are available in the Appendix.

Demographic-Personal Data

The respondents' age, gender, nationality, and occupation were collected using single-statement items.

Dependent Variable (Customer Satisfaction)

To measure respondents' satisfaction, we also used single-statement questions regarding their income level, frequency of online shopping, spending amount, preferred courier service provider, type of courier service used, and reason for their choice.

Independent Variables

A 5-item scale was adopted to assess tangibility, reliability, responsiveness, assurance, and empathy in online shopping. Exploratory factor analysis showed that all 5 items loaded cleanly onto their respective factors. The items included: “I find that the packaging is handled professionally” (tangibility); “The waiting time for delivery is short” (reliability); “The customer service staff is very responsive” (responsiveness); “The courier service compensates for damage or delays” (assurance); and “I have had bad experiences with online shopping” (empathy).

RESULTS

Table 1. Summary of Respondent's Profile (N = 150)

Category	Frequency	Percentage (%)
Gender		
Male	89	59.3

Female	61	40.7
Age		
Below 20 years	13	8.7
20 – 25 years	70	46.7
26 – 30 years	24	16.0
31 – 35 years	14	9.3
36 – 40 years	16	10.7
Above 40 years	13	8.7
Nationality		
Malaysian	64	42.7
Indian	51	34.0
Indonesian	35	23.3
Occupation		
Student	67	44.7
Private Sector	33	22.0
Self-employed	20	13.3
Government Sector	16	10.7
Unemployed	5	3.3
Retiree	3	2.0
Housewife	6	4.0

The demographics of the respondents are summarized in [Table 1](#). The majority of respondents ($M = 2.93$; $SD = 1.457$) were in their 20 to 25 years old. Males made up over half (59.3%). Malaysians made up 42.7% of the population, followed by Indians (34%), and Indonesians (23.3%). Apart from that, most of the respondents were students (44.7%), 22% from the private sector, 13.3% from self-employed, 10.7% from the government sector, 3.3% were unemployed respondents, 2% were retirees and lastly, 4% respondents were housewives.

Table 2. Summary of Customer Satisfaction towards Service Quality

Category	Frequency	Percentage (%)
Income Level		
Low Income	10	6.7
Middle Low Income	29	19.3
Middle High Income	38	25.3
High Income	10	6.7
No Income	63	42.0
How often do you shop online?		
None	1	0.7
Occasionally	61	40.7
Once a month	60	40.0
Once a quarter	18	12.0
Once a week	4	2.7
Seldom	6	4.0
How much do you spend on online shopping?		
Below RM 50	22	14.7
RM 50 – RM 150	66	44.0
RM 150 – RM 300	38	25.3
Above RM 300	24	16.0
What type of courier service do you use?		
Document shipping	51	34
Parcel shipping	132	88
Freight shipping	33	22

Why do you choose to use your courier service provider instead of others?		
Good customer service	76	50.7
On-time shipping	110	73.3
The parcel received in good condition	98	65.3
Affordable pricing	85	56.7
Easiness of tracking system	41	27.3
What type of courier service do you use?		
Document shipping	51	34
Parcel shipping	132	88
Freight shipping	33	22

To further explore the customers' experience with online shopping and the courier services provided, some questions related to the customers' behavior have been asked of them. Their income level, the frequency they shop online, online spending in one month, their favorite courier service company, type of shipping, and the reasons they use the courier company. Through the survey, it was found that most of the customers are from middle low-income families or middle high-income families. Since online shopping has become easier nowadays, most of the respondents say that they shop online occasionally and they spend RM50 to RM150 per month on online shopping. Amazon, Federal Express, and Shopee Express are the courier services that most of the respondents recommend for their parcel shipping. From the responses, this study found out that the services provided that will attract the customers to use the courier services were on-time shipping, parcels received in good condition, and affordable pricing are the key drivers to a successful business (see [Table 2](#)).

Table 3. Descriptive Analysis, Cronbach's Coefficients Alpha, And Zero-Order Correlations of All Study Variables

Variables		1	2	3	4	5	6
1.	Tangibility	0.676					
2.	Reliability	0.703**	0.593				
3.	Responsiveness	0.642**	0.533**	0.778			
4.	Assurance	0.387**	0.418**	0.691**	0.652		
5.	Empathy	0.454**	0.522**	0.490**	0.407**	0.652	
6.	Customer Satisfaction	-0.136	-0.065	-0.044	-0.024	0.078	0.137
Number of Items		5	5	5	5	6	6
Mean		3.953	3.960	3.895	3.865	3.543	4.592
Standard Deviation		0.495	0.451	0.578	0.553	0.409	1.185

Note: N = 150; *p < 0.05, **p < 0.01. The diagonal entries represent Cronbach's coefficient alpha.

[Table 3](#) displays the descriptive statistics, scale characteristics, and interrelationships among the factors. The table reports the number of items, factors' means, standard deviation, Cronbach Alpha, and Zero-Order Correlation. In this study, the first variable (Tangibility), second variable (Reliability), third variable (Responsiveness), fourth variable (Assurance), and fifth variable (Empathy) used five items respectively while the sixth variable (customer satisfaction) used six items. Cronbach's alpha for all six variables was denoted with a coefficient alpha range between 0.137 to 0.778. The internal consistency was measured using Cronbach's Alpha value, using the minimal threshold of 0.7 ([Hair et al., 2013](#)).

Table 4. Summary of Regression Analysis

Variables		Customer Satisfactions
1.	Tangibility	-0.537
2.	Reliability	-0.019
3.	Responsiveness	0.087

4.	Assurance	-0.077
5.	Empathy	0.514
R ²		0.044
F Value		1.318
Durbin-Watson Statistics		1.890

Note: R² = 0.044, N = 150; *p < 0.05, **p < 0.01

[Table 4](#) presents the summary of the regression analysis. It shows that the independent variables were tangibility, reliability, responsiveness, assurance, and empathy while the dependent variable was customer satisfaction. Hypothesis 1 predicts that tangibility has a positive effect on customer satisfaction. Hypothesis 2 states that reliability is positively related to customer satisfaction. Hypothesis 3 predicts that responsiveness has a positive effect on customer satisfaction. Hypothesis 4 predicts that assurance is positively related to customer satisfaction and hypothesis 5 predicts that empathy has a positive effect on customers' satisfaction.

The results of the regression analysis provide insights into the validity of the five hypotheses formulated for this study. Starting with H1, which proposes that customer satisfaction has a positive correlation with tangibility, the findings contradict this hypothesis. Tangibility is shown to have a negative correlation with customer satisfaction, with a coefficient of -0.537. This suggests that tangible aspects such as the physical appearance of delivery personnel or vehicles are not a priority for customers when evaluating courier services, and in fact, they may detract from satisfaction. Thus, H1 is not supported.

Regarding H2, which posits a positive correlation between reliability and customer satisfaction, the data does not support this hypothesis either. Reliability has a very weak negative coefficient of -0.019, indicating that it does not significantly impact customer satisfaction. Customers likely expect reliability as a standard baseline and do not consider it a major factor in determining their satisfaction with courier services. Therefore, H2 is also not supported.

H3 hypothesizes that responsiveness positively correlates with customer satisfaction. The results show a small positive coefficient of 0.087, but this relationship is not statistically significant. While responsiveness may contribute to a better customer experience, it is not a major determinant of satisfaction in this study. As a result, H3 is not supported.

For H4, which suggests that assurance has a positive correlation with customer satisfaction, the analysis reveals a weak negative correlation with a coefficient of -0.077. This finding suggests that assurance, or the confidence and trust that courier companies can inspire in their customers, does not significantly influence satisfaction. Consequently, H4 is not supported.

Finally, H5 hypothesizes that empathy positively correlates with customer satisfaction. This hypothesis is strongly supported by the data, as empathy has a significant positive coefficient of 0.514, making it the only variable with a meaningful impact on customer satisfaction. This indicates that the ability of courier service providers to understand and address customers' needs is crucial for enhancing their satisfaction. Thus, H5 is fully supported.

In summary, the hypotheses regarding tangibility, reliability, responsiveness, and assurance (H1, H2, H3, and H4) are not supported by the findings, while H5, related to empathy, is the only hypothesis that is confirmed by the data. The results emphasize the

importance of empathy in influencing customer satisfaction in the courier services industry across Malaysia, India, and Indonesia.

DISCUSSION

The findings of this study indicate that tangibility does not significantly impact customer satisfaction. Tangibility, in this case, maybe overemphasized because it can be challenging for customers to fully grasp the importance of tangible elements in service provision ([Bowen, 1990](#); [Wyckham et al., 1975](#)). Customers may perceive the productive capacity or efficiency of service providers as more critical than any physical or tangible assets the company might offer. This suggests that when customers choose a courier service, they are less likely to prioritize the physical aspects of the company—such as infrastructure or appearance—and are more focused on other factors, such as convenience, speed, or cost-effectiveness.

Reliability, which plays a pivotal role in handling customer information and ensuring secure, timely service delivery, also does not have a significant impact on customer satisfaction in the context of courier services, as seen in previous studies ([Lookman, 2022](#)). While reliability ensures consistency in service provision, its effect on satisfaction might be diminished when other factors, such as ease of use or cost, take precedence in customer decision-making. Customers may assume reliability as a baseline standard, meaning it does not stand out as a determining factor for satisfaction or loyalty. In industries like shipping, where reliability is expected, other differentiators such as pricing flexibility, delivery speed, and customer service responsiveness may hold greater weight in influencing customer perceptions.

The study also reveals that responsiveness has a marginally significant relationship with customer satisfaction. Responsiveness, defined as the willingness of employees to provide prompt and efficient service ([Zeithaml & Bitner, 1996](#)), directly impacts the customer's perception due to the immediate interaction between the service provider and the customer. Couriers who respond swiftly to inquiries or service issues tend to enhance customer satisfaction as timely service is often seen as a key indicator of quality.

In contrast, assurance has a weak negative correlation with customer satisfaction, suggesting that it has no significant impact in this study. Assurance, which reflects how well a company instills confidence and trust in its customers, remains a critical factor even if it is not statistically significant in this context. Companies need to ensure that their customers feel secure and confident in the services they provide. While assurance may not always be a direct driver of satisfaction, a lack of trust can severely harm customer loyalty.

Empathy, on the other hand, shows a slightly significant positive relationship with customer satisfaction. Empathy refers to the ability of service personnel to understand and meet the specific needs of customers, making them feel valued and cared for ([Jones & Shandiz, 2015](#)). In courier services, empathy can be demonstrated by personalized service, addressing specific customer concerns, and ensuring that customers feel heard and respected. This emotional connection can significantly enhance satisfaction, especially when customers feel that their individual needs are being met.

The contribution of this research expands the understanding of customer satisfaction in the context of service quality in the courier industry, particularly in online shopping across Malaysia, India, and Indonesia. These findings highlight the importance of customer-centered strategies, focusing on key factors like responsiveness and empathy while recognizing that reliability and tangibility, though important, may not be the strongest drivers of satisfaction. To improve service quality and customer satisfaction, courier

companies are encouraged to adopt practices that emphasize these factors, such as enhancing customer interactions, offering flexible service options, and developing user-friendly platforms. Emphasizing these attributes could lead to greater customer retention and satisfaction, as the results show that certain variables, particularly responsiveness and empathy, are positively related to overall customer satisfaction.

CONCLUSION

The conclusion of this research can be refined based on the findings and the methods employed, which include regression analysis, Cronbach Alpha, and Zero-Order Correlation. Contrary to the original claim, not all service quality dimensions had a positive and significant impact on customer satisfaction.

The regression analysis revealed that among the five dimensions of service quality—tangibility, reliability, responsiveness, assurance, and empathy—only empathy had a significant positive relationship with customer satisfaction. Empathy, with a beta value of 0.514, explained 4.4% of the variation in customer satisfaction. The other variables, tangibility, reliability, responsiveness, and assurance, did not show significant impacts on customer satisfaction in the courier service industry in Malaysia, India, and Indonesia. Therefore, empathy, or the ability of service providers to understand and address customer needs, emerged as the key driver of satisfaction.

Courier companies should prioritize enhancing empathy in their services by fostering personalized customer interactions and providing responsive support that addresses customer concerns. Since empathy is a significant factor in shaping customer satisfaction, companies could implement training programs to develop employees' interpersonal skills, ensuring they can effectively handle diverse customer needs. Companies might also benefit from feedback systems that allow customers to voice concerns, which would improve service personalization.

Additionally, while the other dimensions of service quality (tangibility, reliability, responsiveness, and assurance) were not statistically significant in this study, courier companies should not ignore them. Instead, these attributes should be maintained as baseline standards, as their absence could negatively impact customer loyalty. For instance, reliability in timely deliveries and the overall assurance of service security should remain integral aspects of the service offering, even if they are not primary satisfaction drivers.

The findings imply that courier service providers need to focus on emotional engagement and customer service quality to improve satisfaction. Given that empathy is a significant driver of customer satisfaction, this suggests that customers in the courier industry value being understood and supported in their needs more than tangible aspects or baseline reliability. Therefore, courier companies should aim to differentiate their services by cultivating strong customer relationships through responsive and empathetic interactions.

This shift in focus could help build long-term customer loyalty and satisfaction, particularly in competitive markets such as those in Malaysia, India, and Indonesia, where companies are vying for customer attention through pricing and delivery efficiency. Moreover, these findings could guide courier companies in allocating resources effectively to areas that truly impact customer satisfaction, leading to more customer-centric service designs and improved overall performance in the industry.

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DECLARATION OF CONFLICTING INTERESTS

With regard to the research, authors, and/or publishing of this paper, the author(s) declare that there are no potential conflicts of interest.

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